

ISABEL HOSPICE LIMITED

England & Wales · Charity number 1046826

Details

Other names	ISABEL HOSPICE
Status	Registered
Legal form	Charitable company
Company number	03056823
Registered	1995-05-30
Register	View on the Charity Commission register

Contact

Address	99 Bridge Road East Welwyn Garden City Hertfordshire AL7 1GD
Phone	01707382500
Email	enquiries@isabelhospice.org.uk
Website	www.isabelhospice.org.uk

Activities

Objects: TO PROVIDE PALLIATIVE CARE AND SUPPORT FOR THOSE SUFFERING FROM LIFE-THREATENING ILLNESSES, INCLUDING, WITHOUT LIMITATION, CANCER, HEART, RESPIRATORY AND NEUROLOGICAL DISEASES, AS WELL AS SUPPORT FOR THEIR FAMILIES AND CARERS, IN THE BOROUGH OF BROXBOURNE AND WELWYN HATFIELD AND THE DISTRICT OF EAST HERTFORDSHIRE AND ANY GEOGRAPHIC AREA SUBSEQUENTLY APPROVED BY RESOLUTION OF THE TRUSTEES.

Activities: Hospice services providing specialist palliative care across home, day centre, outpatient and inpatient settings comprising multi-disciplinary medical, nursing, pre and post bereavement counselling and family support, spiritual care and benefit advice.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** DISTRICTS OF WELWYN HATFIELD AND EAST HERTFORDSHIRE AND THE BOROUGH OF BROXBOURNE
- Hertfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£10,450,000	£10,042,000	£9,122,000	248
2024-03-31	£9,383,000	£9,192,755	£8,716,776	235
2023-03-31	£8,413,325	£7,933,561	£8,415,268	189
2022-03-31	£8,490,421	£7,149,560	£8,141,021	171
2021-03-31	£9,443,783	£7,052,582	£6,824,611	222

Trustees

Name	Role	Appointed
Terence John Philpott	Chair	2019-11-06
Claire Jackson		2023-04-01
Fern Elysia Cosgrave		2025-12-03
Ian Ellis		2022-12-15
Ian Williams		2020-04-01
Janet Maria Marchant		2025-12-03
John Michael Mills		2023-07-05
Lisa Sale		2024-08-05
Melanie Cottrell		2021-12-01
Ozlem Cholak		2021-12-01
Renata Crome		2021-12-01

ISABEL HOSPICE LIMITED

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Accounts

Company Number: 03056823
Charity number: 1046826

Isabel Hospice Limited

Trustees' Annual Report and Financial Statements
For the Year Ended 31 March 2025

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Foreword from the Chair

The financial year 2024-25 has seen 2103 people (patients and family members) supported by Isabel Hospice. The majority of patients were supported in the community by our Hospice at Home and Clinical Specialist Teams. Being in the community is often people's preferred place of care and death. We have been able to deliver all our services, including Living Well with Isabel, Compassionate Communities and have delivered a comprehensive education programme. Two extra beds of the Inpatient Unit were opened September 2024-March 2025 funded by the NHS to assist with managing increased demand on the system.

During the year we have attended many meetings with NHS providers, local authority and other hospices to ensure the Hospice contribution to the health and care system is recognised. With a change of Government, all MPs covering Eastern Hertfordshire have been briefed on the work of the Hospice and the funding challenges facing the Hospice.

As part of our property strategy, the warehouse, e-commerce part of retail, fundraising and support staff moved into property at 99 Bridge Road East, Welwyn Garden City and the sale of Milan House, 61 Bridge Road East, Welwyn Garden City was completed. Going forward, the focus is on the refurbishment of our Inpatient Unit.

During the year we have raised the profile of environmental sustainability. This has led to all departments implementing projects which not only have reduced the carbon foot-print, but have also improved efficiency and provided some cost savings.

Financially, Isabel Hospice started the year with a budget deficit but ended with a surplus of £405,000. This was largely due to income from the sale of Milan House, 61 Bridge Road East, Welwyn Garden City. New approaches in fundraising led to the team delivering an increased income. This year retail contribution was less than expected (mainly due to an increase in costs) and legacy income was also lower than in previous years. We are extremely grateful to people who do leave legacies.

Looking forward, increases in National Insurance, minimum wage and public sector pay will be a challenge for Isabel Hospice. We will need to find ways of raising more income, through current income streams and new ones, to meet the rising costs and be able to deliver current services. We continue to look at ways of reducing costs, and becoming more efficient with our operating processes.

The work of Isabel Hospice could not be delivered without its amazing staff, volunteers and the support of the community. The Board would like to thank the staff for all they do; all have a role to play in delivering our vision of outstanding palliative care for all. We would also like to thank our volunteers who so willingly give their time, and our supporters in the community for their generosity in all sorts of ways but in particular, by providing the much needed funds to enable the Hospice to continue to deliver its services.

Terry Philpott
Chair

Date 10 September 2025



Patient's Story

"All I can say is that I wish we'd found Isabel Hospice four years earlier"

When Cathy's husband Charlie was cared for by Isabel Hospice's Hospice at Home team, she said "their support lifted a weight from our family's shoulders, allowing us to focus on our time together." After Charlie died, Cathy found the Isabel Hospice Family Support team's family-focused care to be everything they needed.

For many years, Charlie had been dealing with chest infections and other persisting symptoms which ultimately led to him being rushed to hospital, where he was later given an diagnosis of incurable Mesothelioma [lung cancer].

Years into his diagnosis, Charlie was referred to Isabel Hospice and supported by our Hospice at Home team. Cathy said "I think when we heard the words palliative care, we were worried, and my husband instantly thought 'right well that's it, I'm on my last knockings'. But that's where we went wrong! It's actually a really good, helpful thing, and I think we would have gotten a lot more benefit from it had we not been afraid of it."

The personal care Charlie received in their visits meant a great deal for both of us. He was quite happy when they came, and they were very good with him. That took a weight off our shoulders, for me and the kids too. He never wanted any of us to shower him or anything, so for someone else to come in and do that for him, I think he was relieved himself. All I can say is that I wish we'd found Isabel Hospice four years earlier, because it was a real help to us."

Charlie passed away at home in the November of 2023. When he died, [Isabel] even came in and got him dressed so we didn't have to, which was really lovely and helped me tremendously."

After Charlie's death, Cathy and her family were offered bereavement support from our Family Support team. She said, "I had a lovely lady named Deidre who rang me regularly, and she helped me a great deal. In the beginning she would ring and say to me 'If you want to just cry for an hour, you can do that' and sometimes I would. Other times I'd say that I didn't feel the need to, but she would always lift me up. She helped me a great deal."

Cathy's grandchildren were offered therapy sessions through our children's bereavement service. Her grandson attended our mindfulness group, which helps children to develop skills in dealing with difficult life situations when a loved one is unwell or has died. Educating them on ways to apply these skills to day-to-day life.

Cathy said "My grandson used to go to the mindfulness group [led by] Buddhika, who is the sort of person that when you meet him, I think you could just tell him anything. He's such a gentle, lovely and kind person, and I think that's what [my Grandson] found great. He could actually speak to him and open up to him."

We were even invited to a day out at a farm with the family support group, which was such a nice day. It's really nice because, you know that everyone there is obviously going through the same thing and needs some sort of help too. You realise that everyone is coming to terms with losing somebody and that really helped."

"My Grandson met a lovely friend there that he keeps in contact with. They both have the same interests, and I think if he is ever having a bad day at school, he gets in touch with him and he runs it past him. They often meet up and spend the day together and it's really lovely. So out of all that, came a really good friendship."

In general, Isabel Hospice has helped us so much. [Caring for Charlie] then for me, having someone to ring and talk to about everything and for my grandkids to have somewhere to go has been such a great help. I just think they are really, truly amazing. That's all I can say."



Reference and Administrative Information

Trustees:	T Philpott (Chair)
The Trustees are also	I Williams (Vice Chair)
members and	O Cholak
directors of the	R Crome
Company	M Cottrell
	S Fuell (resigned 31 March 2025)
	I Ellis
	C Jackson
	J Mills
	D Perry
	L Sale (appointed 5 August 2024)
	D Shirley
Secretary:	H Glenister
Executive Team:	H Glenister – Chief Executive Officer
	C Miles – Interim Director of Finance & Resources (to January 2025)
	A Kilduff - Director of Clinical Services
	L Hopley - People Director
	N Gilbert - Director of Income Generation & Marketing (to August 2024)
	R McNee – Director of Income Generation (from January 2025)
	M Wood – Director of Finance & Resources (from January 2025)
Registered Office:	99 Bridge Road East Welwyn Garden City Hertfordshire AL7 1GD
Registered Number:	03056823
Charity Number:	1046826
Auditors:	Sayer Vincent LLP
	110 Golden Lane London EC1Y 0TG
Principal Bankers:	The Co-operative Bank
	St Paul's House 10 Warwick Lane, London, EC4M 7BP
Solicitors:	Crane & Staples Solicitors
	Longcroft House, Fretherne Road, Welwyn Garden City, AL8 6TU
Investment Managers:	Quilter Cheviot
	Senator House, 85 Queen Victoria Street, London, EC4V 4AB



Trustees' Annual Report for the Year Ended 31 March 2025

The Trustees are pleased to present their annual report (which, for the purposes of company law, includes the strategic report and the Directors' report) and the audited financial statements for the year ended 31 March 2025.

These financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2015, 2019). The financial statements include the results of the Charity's trading subsidiaries, Isabel Hospice Trading Limited and IHL Services Limited.

Objectives and Activities

The Charity's purpose as set out in the objectives contained in the Company's Memorandum of Association is to provide palliative care and support for those suffering from life-limiting illnesses, as well as support for their families and carers, in the boroughs of Welwyn Hatfield and Broxbourne and the District of East Hertfordshire.

Our Values

Our values are at the heart of how we work in every setting – how we support patients and their families, how we support our staff and volunteers, and work within teams, and how we engage with partner organisations and suppliers. These are:

Care	Everything we do shows we support and care about everyone
Together	We are collaborative and inclusive in our approach
Respect	We respect the contribution that everyone is able to make
Responsive	We are responsive to people's needs
Dynamic	We challenge existing practices and strive to continuously improve

Together we care is our strapline and captures the essence of our approach as a charitable hospice:

- Every aspect of our care and support is delivered in partnership – with patients, families & loved ones, and other professionals.
- Every member of staff and every volunteer plays a crucial role in making our care possible.
- We work with our communities and our partners.



Our Services During 2024-25

We provided a wide range of services including an Inpatient Unit for patients who have complex symptoms; a Community Service which includes a team of Community Clinical Specialists who are available to give advice and support to patients and their families; a Hospice at Home Team providing support and nursing care in patients' homes and a Family Support Counselling and Bereavement Service.

Our Living Well with Isabel services provide rehabilitative and wellbeing services to help manage the challenges of living with a life limiting illness. Our Compassionate Communities service facilitates coffee mornings, themed activity groups and neighbours to support loneliness.

Community Care

Clinical Specialists provide community care through hybrid telephone and face to face consultations. Our clinical specialists have undertaken more home visits this year (3,315 compared to 2,494 in 2023-24).

The Hospice at Home team of registered nurses, paramedics and healthcare assistants provide care to enable people to be cared for and die in their own home. The team have provided care to 527 patients (compared to 424 in 2023-24), contributing to prevention of hospital admissions.

Inpatient Unit

Our Inpatient Unit (IPU) based in Welwyn Garden City is currently staffed for 8 patients but can flex to accommodate up to 14 beds. Our highly trained multi-disciplinary team consisting of doctors, registered nurses, allied health professionals, counsellors and healthcare support workers offer specialist symptom management and end of life care. From September 2024 to March 2025, following additional funding from Herts and West Essex Integrated Care Board (HWEICB), we increased bed capacity to 10 which enabled a 16% increase in admissions.

24-Hour Advice Line

Our 24-Hour Advice Line provides clinical advice and support for patients, their families/carers and professional colleagues about any palliative care and /or end of life care issue, irrespective of the person's diagnosis and whether they are known to us.

Family Support

We support patients and their families as they cope with the diagnosis of a life limiting illness through to bereavement. We provide telephone support for adults and children through individual and group sessions.

Living Well

We provided therapeutic and wellbeing support to 335 patients throughout our Living Well community hubs. We also extended our REACH-HF home based evidence-informed cardiac rehabilitation programme to help manage their condition. This ensures patients with heart failure make early contact with palliative care service.

Compassionate Communities

We continued our community development approach to living well with frailty through collaboration and co-ordination of hospice care and local service providers. In addition, our community groups and cafes provided bereavement peer support.



Education

Our aim within the Learning, Development and Education team is to empower others to deliver outstanding palliative care for all.

Our Care Home Educator is commissioned by Herts and West Essex Integrated Care Board (HWEICB) to provide specialist education into care home settings within East and North Hertfordshire. Training was delivered to 57 homes during the year including nursing, residential, learning disability and mental health homes. Education focuses on Advance Care Planning and End of Life care.

Public Benefit

The Trustees have reviewed the Charity Commission guidance on Public Benefit and are confident that the Charity meets the requirements, specifically:

- All services to patients and families are provided free of charge.
- We do not discriminate on the grounds of gender, race, religion, marital status, family status, sexual orientation or disability. We treat all adults who are referred to our services, with no discrimination based on age.
- We work closely with GPs and other healthcare professionals as we seek to try to ensure that everyone in the last year of their life is identified and is then appropriately referred to, and able to access, the right services to meet their needs.
- We seek to identify specific groups who may find it harder to access services and develop specific approaches to engage them and ensure their needs are met. In the current year, for example, we have extended our reach to those working with people with learning disabilities and also the Lesbian Gay Bisexual Transgender (LGBT) community.

Vision and Strategy

Vision

Our vision is **Outstanding Palliative Care for All**

We deliver outstanding palliative care through our services, working in partnership with others including patients, GPs, NHS community providers, NHS acute hospitals, nursing and residential care homes, carers, patients' relatives and other third-party providers to enable outstanding palliative care that meets patients' needs. The responsibility for palliative and end of life care is the responsibility of statutory bodies, however, the Hospice has a key contribution to this.

Strategy

The Hospice continues to work towards the Strategy for 2021-2026. The measures of success and plans for achieving these are reviewed each year. Work is being progressed under three strategic themes:

- **Empower** a dynamic, agile organisation to include being financially sustainable and resilient.
- **Enable** an outstanding organisation that delivers care in any setting and is seen as a leader in our fields.
- **Engage** with stakeholders and each other.

The challenges we are addressing, what we will do (**areas that have been addressed are emboldened and given a ✓**), what we have done so far and measures of success identified for 2026 are summarised below under each strategic theme.



Empower

The Challenge	What we will do	What we have done in 2024-25	Measures of success
We cannot generate sufficient income to cover the costs of the ever increasing need for our services doing what has worked in the past. Isabel Hospice “as is” cannot sustain the anticipated growth. Our workforce needs to be empowered and driven to enact change.	*Develop a skilled, focussed, high performing and committed workforce and volunteers ✓ *Leverage high quality data to drive informed decisions ✓ *Charge for non-core services ✓ *Be efficient with costs and expenditure ✓ *Develop a marketing programme (with KPIs) to promote leaving of legacies ✓ *Increase our income *Reduce the % of total expenditure that are HO operating costs. *Review Governance structure to ensure it supports an agile business ✓ *Develop succession plans for employees ✓ *Establish and improve Carbon Footprint by introducing design and processes ✓ *Take forward Property Strategy ✓	*Staff KPI metrics are at low levels – sickness turnover etc. *All Job Descriptions reviewed *Learning, Development and Education charging for non-core services *Participated in Hospice UK Legacy Campaign *Expenditure below budget *Taken forward an additional Income Streams – Total Clean *Completed sale of Milan House (Head Office) *Fitted out and moved into new property 99 Bridge Road East, Welwyn Garden City	By 2026 we will have: *Diversified into other income streams *Increased numbers of active volunteers to 75% of registered volunteers in month *Better understood our volunteer requirements and diversified our base to meet these needs *Met our KPI targets for employee satisfaction, (sickness, retention and empowerment etc.) *Ensured that expenditure is less than or equal to income *Increased fundraising income to £2.7 million per annum *Improved the Carbon Footprint for all activities

Enable

The Challenge	What we will do	What we have done in 2024-25	Measures of success
Our organisation needs to be outstanding in everything we do. We also need to leverage new technology to reach people in new ways and improve our business at every level.	*Build on new and novel ways of engaging with system partners and primary care borne out of COVID e.g. webinars/ virtual sessions ✓ *Efficiently continue virtual community care where applicable ✓ *Find new, innovative ways to deliver income ✓ *Become an employer of choice *Find new ways to understand and measure patient satisfaction ✓ *Assess accreditation options ✓	*Attended all system meetings *Now on OPAL 4 calls *Established Telephone Wellbeing Calls after episodes of care finished *Established Patient Participation Group – Your Hospice Your Voice to inform services *Reviewed measures to understand patient satisfaction *Assessed accreditation options. Not progressing at this time	By 2026 we will have: *Delivered outstanding services *Identified 4 key success areas from staff survey and improved those vs 2021 results *Ensured that patient satisfaction remains above 95% *Virtualised 60% of our consultations *Delivered outstanding supporter and customer retail experiences



Engage

The Challenge	What we will do	What we have done in 2024-25	Measures of success
We need to find ways to collaborate successfully externally (e.g. other hospices, NHS, Universities) and ensure better internal collaboration to support this	*Work with the NHS to deliver valued services that they are willing to fund ✓ *Collaborate with external partners as widely as possible e.g. University of Hertfordshire ✓ *Benefit through economies of scale through greater collaboration and partnership with other hospices ✓ *Investigate outsourcing *Engage in new ways of working ✓ *Build partnerships with local organisations to enable a strong community presence and drive awareness ✓ *Improve our internal communications ✓	*Commissioned by NHS to fund Care Home Education Project across East and North Herts *Partnered with various organisations to deliver services – statutory and voluntary. Have University placements *Started to build partnerships to enable a strong community presence *All mayors visited in 2024/25. *Regularly meeting hospice CEOs to continue to influence with one voice *Introduced Workplace for staff, Monthly Message from Helen for Volunteers. This is in addition to Team Meetings and Quarterly Update Meetings that are recorded	By 2026 we will have: *Increased perceived level of NHS funding due to offering services they value *Built a partnership with the University of Herts and other businesses *Partnered with other hospices to reduce costs for some projects *Improved internal communications following employee surveys

Achievements and Performance

The selected metrics listed below are illustrative of the scale and scope of the services provided. During the year we have continued to care for more patients in the community both through our Clinical Specialist and Hospice at Home services, contributing to 91% of Isabel patients being able to die in their preferred place of death (PPD). Crucially, due to additional funding and the opening of two additional beds within our Inpatient Unit, admissions directly from hospital increased by 14% this financial year, helping to relieve pressure on the acute sector.

Metric	2024-25	2023-24	2022-23
Total people using our services	2,103	2,111	1,894
Patients	1,640	1,597	1,443
Family support clients*	717	747	648
Admissions to Inpatient Care	256	220	168
Patients cared for by Hospice at Home	527	424	315
Patients cared for by Clinical Specialists working in the community	1,492	1,303	1,215
Patients cared for at Living Well with Isabel (Day services)	335	382	354
Attendances at Living Well with Isabel sessions	1,841	2,144	2,641
Clients supported by Compassionate Communities	257	201	266
Cancer / other diagnosis	56/44%	56/44%	63/37%
Average days from referral to death	130 days	131 days	160 days

*Family Support clients – 348 were adult family members, 115 children and 254 patients.

Further details of our services with activity, quality and performance data can be found in our annual Quality Account, prepared for NHS partners.

Our Quality Account can be found on our website: www.isabelhospice.org.uk/aboutus/quality-of-care



Clinical Quality Priorities for 2025-26

Our clinical strategic objectives are:

- Enable an outstanding patient journey.
- Engage and integrate with the wider health and social economy.
- Empower staff to deliver outstanding care.
- Engage to enable and empower a compassionate community.

Enable an outstanding patient journey – review and streamline discharges from the Inpatient Unit

Delayed discharges can significantly affect hospice patient flow. Patients who stay in the hospice when they are ready to be discharged leads to bed shortages for those patients either in the community or in hospital who require a hospice bed.

We will set up a task and finish quality improvement group to review and adapt our current discharge process, taking into account both internal and external influences. We will aim to reduce the longest length of stay for patients who are medically fit for discharge from 40+ days to 21 days.

Engage and integrate with the wider health and social economy – collaborate more with integrated neighbourhood teams to provide the right care in the right place

We currently work collaboratively with all healthcare providers across the system. However, our focus this year is to increase connections with integrated neighbourhood teams whose aim is to help people live independent lives for as long as possible.

We will increase multidisciplinary coordinated care for people with moderate or severe frailty and those with palliative care or end of life needs to ensure early hospice intervention. People with complex life limiting needs can access the right hospice specialist services, supporting equity of access and improved patient outcomes.

Empower staff to deliver outstanding care – implement digital transformation within clinical services to improve efficiency

Digital services are an integral part of healthcare and can increase efficiency for staff, contribute to environmental sustainability and benefit patient care. Our ambition is to increase the use of digital technologies through our electronic patient record keeping SystmOne.

We recognise that not everyone in society is able to access the benefits of digital health. We will ensure that we fully understand service users requirements as part of our holistic assessment and communication will be tailored to their needs in line with the Accessible Information Standards.

Engage to enable and empower a compassionate community – increase engagement of seldom-heard groups to receive our services

Seldom-heard groups refers to under-represented people who use or might potentially use health services and who are less likely to be heard by service providers.

Our compassionate communities approach has made progress with initiatives such as our art based approach to improve end of life care conversations and Advance Care Planning (ACP) by people experiencing homelessness. However, we would like to strengthen our engagement with a diverse range of people who experience health and care inequalities. We will initially map our current referrals and relationships to show where there are gaps in hospice provision within East and North Herts. We will identify themes and work collaboratively with community groups and integrated neighbourhood teams to provide information about hospice services and ultimately increase our outreach.



Fundraising

Fundraising Achievements 2024-25

We are extremely grateful for all the financial support that we have received from our community during this period. We have seen positive growth through this reporting period:

- We increased overall voluntary income, excluding legacies.
- In memory giving has grown significantly for the second year.
- Major Donor income increased this year thanks to strong relationship building.
- Corporate donations again saw important growth, and this remains a strategic focus.
- Gift Aid tax recovery grew.

Legacy income decreased during the year.

Income from Trusts and Foundations decreased for Isabel Hospice this year. Many other charities are reporting reduced income from this line with many Trusts closing or further restricting their funds. We are mitigating this by looking at innovative ways to write and focus reports along with expanding our reach, writing more applications and sending them out to more Trusts & Foundations.

Our volunteers helped us to maximise all opportunities across fundraising and are vital to our team and fundraising success.

We are grateful for the continued support that we receive from the Special Events Committee & Isabel Friends Committee and our other long-term volunteers.

Fundraising Objectives 2025-26

Our main objective is to grow our fundraising income during this year. We aim to recruit new supporters, retain current supporters and raise awareness of the charity to the general population of Eastern Hertfordshire to continue expanding our reach and support in line with population growth.

Our key objectives for the year will be to:

- Achieve budgeted growth in fundraising.
- Raise £1.3m through legacies
- Continue to expand fundraising activities and initiatives
- Improve supporter care to reach and engage with existing & new supporters.

Retail

Retail Achievements 2024-25

The Retail/Charity shop business is overseen by the Board of Isabel Hospice Trading Limited, a subsidiary of the Charity. We are extremely grateful for all the support that we have received from our community during 2024-25 including those who donated goods to us and those who purchased items in our stores and online.

Retail had a difficult trading year across both shops and e-commerce finishing the year with a decrease on budget for income. After expenditure, Isabel Hospice Trading Limited was able to contribute a nominal amount to Isabel Hospice Limited as well as the £162k gift aid claimed on donations of items to be sold in the shops.



Retail Objectives 2025-26

The retail landscape is undeniably challenging with rising costs in 2025/26 including increased national insurance contributions and an increased minimum wage. However, following an operational review across retail it is clear that there is potential across all stores and e-commerce to improve contribution.

We will be focusing on customer service and retail standards throughout our portfolio, with the aim of generating a higher rate of sale from donated goods in order to increase both income and contribution.

We will also work closely with the People Team at Isabel Hospice to increase the number of volunteers who can support our operation, focusing on excellent customer service and standards. We will continue to raise the profile of our retail activity. We will continue to celebrate the social value that our retail operations bring with the related benefits to our community, including donors, customers, volunteers and staff.

IHL Services Limited

Achievements 2024-25

During the year, IHL Services Limited, a subsidiary company of Isabel Hospice, began trading by taking on a cleaning franchise Total Clean. Income is growing having taken on a number of cleaning contracts, however start-up costs resulted in a loss in this first year.

Objectives 2025-26

IHL Services Limited will become profitable in 2025-26 taking on further cleaning contracts and contributing the profit to Isabel Hospice.

Further income streams will be identified.

Our People

Our people, both staff and volunteers are our greatest resource. We aim to support the development of a skilled, focussed, high performing and committed workforce of staff and volunteers.

Volunteers

During 2024-25 it was estimated that 598 volunteers gave 94,011 hours of their time during the year. This equates to £1,075,486 of time (based on national living wage 24/25). We are immensely proud of the support provided to the Hospice by our highly valued team of volunteers who give their time and expertise to the Hospice in a wide variety of areas including administration, retail activities, patient services and fundraising. The Board of Trustees would like to thank all volunteers for continuing to support Isabel Hospice.

Building the Diversity of Our People

We are keen to ensure that our staff and volunteers reflect the community that we serve and that we celebrate diversity and are inclusive. During 2024-2025 we undertook the following activities for Equality, Diversity & Inclusion (EDI):

- We worked towards our EDI Strategy.
- Ongoing EDI actions are wide ranging and include celebration of diverse groups in the Hospice.
- “Challenging Racial Bias and Racism Practice” training has been offered to all staff.
- We conducted a follow up EDI survey for staff. This indicated significant improvements in EDI understanding (24% in 2022 vs 42% in 2024 of those surveyed put themselves in an average/full category).



Financial Review

The financial statements for the year ended 31 March 2025 comprise the results for the Charity and its subsidiary companies Isabel Hospice Trading Limited and IHL Services Limited.

The consolidated results show a surplus of £405,000, although this is after the profit on the sale of freehold property of £1,501,000.

Income

Income from donations and legacies decreased in the year, due to receiving fewer legacies. Income from donations in memoriam and other donations and grants increased in the year. Income from charitable activities is predominantly income from the NHS. In recent years, this has increased by less than inflation.

Income from other trading activities increased in the year in all areas: fundraising events, charity shop income, lottery income and income from our new subsidiary company IHL Services Limited's cleaning franchise.

The focus of the Charity's income generation strategy is to develop fundraising and retail income, growing the cleaning franchise income as well as identifying alternative sources of income, in response to the likely reduction in NHS income in real terms.

Costs

Our costs increased in the year, particularly staff costs and amounts spent on our premises. We strive to control our costs whilst under inflationary pressure, however we also recognise the importance of investing in our staff.

Balance Sheet

Net assets increased following the surplus in the year. Due to the sale of freehold property, tangible assets reduced and our bank balances increased.

Reserves Policy

The Trustees have a reserves policy whereby Isabel Hospice should aim to hold sufficient unrestricted funds (not represented by fixed assets) to meet its financial responsibilities. By considering responsibilities such as staff payments, lease payments and other contractual obligations, the Trustees have calculated a desired reserves level of £2,800,000.

Actual total reserves were £9,122,000 of which £175,000 were restricted reserves not available for the general purposes of the Hospice and £836,000 were endowment funds for capital projects. Of the remaining £8,111,000 unrestricted funds, £4,874,000 is represented by unrestricted tangible fixed assets and £48,000 is represented by intangible fixed assets.

The available reserves are therefore £3,189,000 which is sufficient to meet the Trustees reserves policy.

The Trustees have long-term plans in place to ensure that the Hospice remains in-line with this policy and that any excess or shortage in available reserves will be short term. The Trustees have reviewed designated funds and released those no longer required into unrestricted general funds as shown in the notes to the accounts.



Investment Policy

The Trustees have the power to make investments that are consistent with the aims and objectives of the Charity. Surplus resources are currently held in easy access accounts to furnish cash requirements and the Charity also maintains a longer term investment with Quilter Cheviot in a charity friendly scheme.

Going Concern

The Trustees of Isabel Hospice have reviewed financial projections based on assumptions for income, costs, reserves and property investment plans. The projections indicate that Isabel Hospice will continue to trade as a going concern for the foreseeable future and certainly for at least 12 months from date of signature.

Whilst the outlook for NHS income remains difficult, fundraising activities, retail shops and cleaning franchise income are all forecast to increase. Costs are also increasing due to inflationary pressures so the Charity expects to report a deficit in 2025-26, returning to break-even in 2026-27. Reserves remain sufficient and working capital has increased. The Charity will be able to invest in its Inpatient Unit in the coming year.

The Trustees of Isabel Hospice have concluded that the Charity has:

- Sufficient working capital and sufficient reserves to continue to trade for the foreseeable future.
- No unmanaged material uncertainties which might impact the Charity's ability to remain a going concern.

Key Risks and Uncertainties

Following best practice guidelines, Isabel Hospice constantly reviews all strategic and operational risks through risk registers. These are reviewed by management, Board sub-committees, Isabel Hospice Trading Ltd Board and IHL Services Ltd Board. High scoring operational risks and strategic risks are reviewed by the Board.

High scoring risks identified in 2024-25 were as follows:

Unable to recruit clinical and non-clinical staff in a competitive environment. Delivery of clinical services affected by shortages of clinical staff.

To mitigate, flexible and innovative ways of recruiting staff have been identified.

Unable to recruit volunteers sufficient to meet the needs of Isabel Hospice Trading Limited.

We have developed different ways to recruit volunteers which includes:

- Approaching Job Centre Plus.
- Advertising roles.
- Developing a slicker recruitment process.

Unable to maintain the financial longer term sustainability of the Hospice.

To mitigate we have:

- Identified efficiencies and cost savings within Departments for the 2025-26 budget.
- Identified additional income streams.
- Taken all opportunities to collaborate with other organisations to deliver services and generate economies of scale.

Breach in Cyber security.

Hospice management is aware of the risks of a breach of cyber security, and the threats this would pose to Hospice activities and patient data. The Hospice has implemented recommended controls including multifactor authentication and education for all staff in information governance and recognising cyber threats. We are taking steps to achieve Cyber Essentials accreditation.



Structure, Governance and Management

Isabel Hospice Limited is a registered charity, a company limited by guarantee and is governed by its memorandum and articles of association. The group includes subsidiary companies Isabel Hospice Trading Limited through which retail trading activities are carried out and IHL Services through which a cleaning franchise trades.

The Charity works in partnership with local GPs, the Hertfordshire and West Essex Integrated Care Board, local NHS hospitals, residential nursing and care homes and many other health care providers to ensure the highest quality care and support for our patients and their families.

The Board of Trustees normally operates a quarterly meeting cycle with sub-committees meeting in the weeks before the main Board meeting. The sub-committees have specific Terms of Reference which include oversight of key areas of the Charity's work. These are:

- Finance and Risk
- Clinical Quality and Safety
- People
- Fundraising and Marketing

All directors are Trustees. The subsidiary companies, Isabel Hospice Trading Limited and IHL Services Limited, are governed by separate Boards of Directors.

Board Performance

The Board aims to continuously improve its effectiveness. At the end of each meeting there is a reflection on what went well and what could have gone better.

Trustee Recruitment

One Trustee was appointed during 2024-25.

The recruitment of Trustees follows a robust process, as follows:

- The Board's existing skillset is reviewed and any additional expertise required by the Board is identified.
- New Trustees are sought using in a variety of methods, through formal recruitment websites, personal recommendations and other routes.
- Applicants for Trusteeship follow a rigorous process comprising interviews, selection, securing of references and finally appointment.

Trustee Induction and Training

New Trustees follow a comprehensive induction programme, comprising face to face meetings with the directors and heads of department relating to their individual specialisation. Meetings are also arranged with directors of other departments to ensure the Trustee's understanding of the charity framework and Isabel Hospice's operational processes.

Trustees are expected to attend all Board meetings and sub-committee meetings of which they are members. Isabel Hospice staff attend the Board and sub-committee meetings and provide explanations and information as required. There is also a bi-annual strategy day to discuss themes in more detail.



Trustee Remuneration

Trustees' travel expenses are reimbursed if claimed. No Trustee was remunerated during the year and no Trustee had a beneficial interest in any contract with the Charity or its subsidiaries during the year.

Trustee Liability

The liability of each Trustee, in the event of winding up, is limited to £10.

Executive Management

The Trustees delegate day-to-day management of the Charity to the Chief Executive and through that person to the Executive Team.

The following changes occurred to the Executive Team in 2024-2025:

- Director of Income Generation and Marketing - resigned 20th August 2024
- Director of Income Generation – started 6th January 2025
- Interim Director of Finance and Resources – ceased working with Isabel Hospice 31st January 2025
- Director of Finance and Resources – started 13th January 2025

Fundraising Policy

The Trustees recognise that the Charity could not deliver its services without the support of the local community. It is the Charity's policy to form positive relationships with donors and it always seeks to adhere to high quality fundraising standards. The Charity does not accept donations from donors with interests that might conflict with the mission of the Charity.

Executive Remuneration

The Charity's approach to pay is consistent for our staff and the Executive Team. Our policy is designed to enable us to attract, retain and motivate high performing Executive Team members. It also aims to demonstrate to our stakeholders (particularly funders and service users) that our pay levels are set to support the delivery of the Charity's aims and are an effective use of charitable funds.

The objectives of our pay policy are to:

- Reward staff appropriately and enable the recruitment of a high calibre Executive Team.
- Ensure the proper use of the Charity's resources in accordance with its aims and within affordable limits based on the financial circumstances of the Charity.
- Be non-discriminatory, just and equitable in the evaluation of jobs and their remuneration by providing a stable framework for the remuneration of the Executive Team.
- Operate within the law.
- Pay at a competitive level taking account of external market rates, with the aim being to set pay at the median level or above for comparable posts in the voluntary sector, subject to the Charity's financial position.

The Charity publishes the salary of its key management personnel within its annual report. The number of staff paid over £60,000 is also published in accordance with the Charity accounting requirements.

Executive pay is reviewed on an annual basis by the People Committee and is subject to approval by the Board of Trustees, which is responsible for ensuring proper application of our pay policy.



Fundraising Procedures Disclosure

Isabel Hospice Accounts to 31 March 2025 - Our Approach to Fundraising

Isabel Hospice is registered with the Fundraising Regulator. Our income is generated predominantly thanks to the support of our community, including legacies, gifts in memory of family members who have died in our care, regular donations, our lottery, and individual fundraisers raising income at our or their own events.

Fundraising Practices

As part of our commitment to best practice, Isabel Hospice adheres to the fundraising Codes of Practice set by the Fundraising Regulator and the Institute of Fundraising. We aim to ensure that our fundraising is respectful, open, honest and accountable to the public.

The Charity undertakes to react to and investigate any complaints regarding its fundraising activities and to learn from them and improve its services. During the year, the Charity received four complaints about its fundraising activities.

We have a transparent policy regarding fundraising with vulnerable individuals. This fundraising policy states all the steps that should be followed to protect vulnerable people who offer support to the Charity, ensuring that they have the relevant capacity to enable them to make the decision to donate.

Fundraising Practices Review

All fundraising practices are framed within the values and principles of Isabel Hospice. Where expenditure is required to generate income, there is an analysis of the return on investment to ensure the Charity is able to make informed decisions regarding activities.

The fundraising team comprises Isabel Hospice staff and volunteers. The Charity only uses third party fundraising organisations following significant levels of due diligence and regulatory checks. Where we partner with corporates, due diligence is conducted and the amount of time and effort we need to put in versus the income we would likely receive is assessed. Clear parameters and responsibilities are then agreed between partners.

We ensure that we operate in line with the general data protection regulations and all other relevant codes of conduct.

Fundraising Strategy and Plan

Our fundraising strategy and plan is reviewed and approved by the Trustees annually. Isabel Hospice is the brand name for our fundraising activities.

Supporters of Isabel Hospice are a key element in the fundraising activities and we are committed to employing a transparent and ethical approach to all our fundraising activities.

To ensure funds continue to be available to support the work of the Hospice, we maintain a broad base of funding sources. Isabel Hospice does not pressure supporters to make gifts and respects decisions to stop giving. The regulatory landscape for fundraising is evolving and we will continue to monitor and adapt with these changes. When we work with suppliers and agencies we ensure that they are fully registered with all the appropriate regulatory bodies, reviewing all their relevant policies as part of our robust procurement due-diligence. We monitor and record any complaints resulting from our fundraising practices, and an annual report is provided to our Fundraising Committee.



Fundraising, Communications and Marketing

Most voluntary income comes from the following sources: Legacies, Donations in Memoriam, Trusts, Events and Lottery Income.

Regulation

Isabel Hospice, which is registered with the Fundraising Regulator, follows the Regulator's Code of Fundraising Practice and abides by its Fundraising Promise. Three members of the Fundraising Team are members of the Institute of Fundraising.

Supporters have the option to request no further mailings and we abide by such requests immediately.

Individuals

Legacies account for a substantial proportion of Isabel Hospice's voluntary income. Legacy income is hard to predict, but the Charity aims to provide good service and utilise good publicity to enhance this source of income.

Donations in Memoriam

We continued to receive support from individuals and their families who support Isabel Hospice in memory of their loved ones who were cared for by the Hospice.

Events

We organise fundraising events each year in order to provide charitable income and to enhance supporter engagement.

Lottery

Our lottery continues to be well supported and continues to generate significant income for the Hospice.

Communications and Marketing Work

The Charity works closely with others to market Isabel Hospice's services. In 2024-25, we developed and widely implemented a new visual identity, comprising multiple newspaper articles, advertising, newsletters and our digital social media presence on Twitter, Instagram and Facebook.



Legal Framework and Statement of Trustees' Responsibilities

The Trustees (who are also Directors of Isabel Hospice Limited in company law) are responsible for preparing the Trustees' Annual Report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and Statements of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware: there is no relevant audit information of which the charitable company's auditor is unaware; and the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information, that the information is accurate and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the Charity guarantee to contribute an amount not exceeding £10 to the assets of the Charity in the event of winding up. The total number of such guarantees at 31 March 2025 was 11 (2024: 11). The Trustees are members of the Charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the Charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year.

The Trustees' annual report which includes the strategic report has been approved by the Trustees on 10th September 2025 and signed on their behalf by:

Terry Philpott
Chair of Trustees



Independent Auditor's Report

Opinion

We have audited the financial statements of Isabel Hospice Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Isabel Hospice Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.



Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements.
- The Trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out in the Trustees' annual report, the Trustees (who are also the Directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.



Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior Statutory Auditor)

6 October 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor, 110 Golden Lane, LONDON, EC1Y 0TG
Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006



Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2025

		2025				2024			
	Note	Unrestricted £'000	Restricted £'000	Endowment £'000	Total £'000	Unrestricted £'000	Restricted £'000	Endowment £'000	Total £'000
Income from:									
Donations and legacies	2	2,346	383	-	2,729	3,192	231	-	3,423
Charitable activities	3	2,252	-	-	2,252	2,323	-	-	2,323
Other trading activities	4	3,921	-	-	3,921	3,637	-	-	3,637
Investment income	5	47	-	-	47	-	-	-	-
Profit on sale of tangible fixed assets	6	1,501	-	-	1,501	-	-	-	-
Total income		10,067	383	-	10,450	9,152	231	-	9,383
Expenditure on:									
Raising funds	7	4,305	27	-	4,332	3,946	4	-	3,950
Charitable activities	7	5,478	232	-	5,710	5,054	189	-	5,243
Total expenditure	7	9,783	259	-	10,042	9,000	193	-	9,193
Net income / (expenditure)		284	124	-	408	152	38	-	190
Transfers between funds		5	(5)	-	-	593	(593)	-	-
Net income / (expenditure) before other recognised gains and losses		289	119	-	408	745	(555)	-	190
(Losses)/Gains on investments		(3)	-	-	(3)	112	-	-	112
Net movement in funds		286	119	-	405	857	(555)	-	302
Reconciliation of funds:									
Total funds brought forward		7,825	56	836	8,717	6,968	611	836	8,415
Total funds carried forward		8,111	175	836	9,122	7,825	56	836	8,717

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 24.

Balance sheet

Company no. 03056823

As at 31 March 2025

	Note	The group		The charity	
		2025 £'000	2024 £'000	2025 £'000	2024 £'000
Fixed assets:					
Tangible assets	12	5,003	5,795	4,829	5,672
Intangible assets	13	48	-	-	-
Investments	14	840	843	840	843
		5,891	6,638	5,669	6,515
Current assets:					
Stock		56	70	-	-
Debtors	15	1,199	1,701	1,676	1,908
Cash at bank and in hand		2,751	1,571	2,332	1,191
		4,006	3,342	4,008	3,099
Liabilities:					
Creditors: amounts falling due within one year	16	670	1,158	550	964
Net current assets		3,336	2,184	3,458	2,135
Total assets less current liabilities		9,227	8,822	9,127	8,650
Provisions for liabilities	17	105	105	25	25
Total net assets		9,122	8,717	9,102	8,625
Funds:	24				
Unrestricted income funds:					
General funds		7,838	29	7,818	50
Designated funds		273	7,796	273	7,683
Total unrestricted funds		8,111	7,825	8,091	7,733
Endowment funds		836	836	836	836
Restricted funds		175	56	175	56
Total funds		9,122	8,717	9,102	8,625

Approved by the trustees on 10 September 2025 and signed on their behalf by

Terry Philpott
Chair of Trustees

Consolidated statement of cash flows

For the year ended 31 March 2025

	2025 £	£	2024 £	£
Cash flows from operating activities		(856)		246
Returns on Investment and Servicing of Finance				
Investment income	26		-	
Bank interest received	21			
Interest paid	(26)		-	
Net cash provided by returns on investment and servicing of finance		21		-
Cash flows from financing activities:				
Repayments of borrowings	(1,405)		-	
Cash inflows from new borrowing	1,508		-	
Net cash provided by financing activities		103		-
Cash flows from investing activities:				
Purchase of tangible fixed assets	(978)		(3,165)	
Purchase of intangible fixed assets	(60)		-	
Proceeds from disposal of tangible fixed assets	2,950		-	
Movement on short term deposits	-		500	
Proceeds from the sale of investments	-		1,500	
Net cash provided by investing activities		1,912		(1,165)
Change in cash and cash equivalents in the year		1,180		(919)
Cash and cash equivalents at the beginning of the year		1,571		2,490
Cash and cash equivalents at the end of the year		2,751		1,571

Notes to the cash flow statement

Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £'000	2024 £'000
Net movement in funds (as per statement of financial activities)	405	302
Adjustments for:		
Depreciation charges	318	255
Amortisation charges	12	-
(Profit) on sale of tangible fixed assets	(1,501)	-
Losses on sale of tangible fixed assets	3	-
Losses/(Gains) on investments	3	(112)
Investment income	(26)	-
Bank interest received	(21)	-
Interest paid	26	-
Decrease in stocks	14	11
Decrease/(Increase) in debtors	502	(834)
(Decrease)/Increase in creditors	(591)	603
Increase in provisions	-	21
Net cash flow pfrom operating activities	(856)	246

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies

a) Statutory information

Isabel Hospice Limited is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is 99 Bridge Road East, Welwyn Garden City, Hertfordshire, AL7 1GD.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charitable company and its subsidiaries Isabel Hospice Trading Limited and IHL Services Limited on a line by line basis. The trading company is limited by guarantee and is therefore not owned by the charity. Nonetheless its results have been consolidated as it trades for the benefit of the charity and the two companies are managed on a unified basis. Transactions and balances between the charitable company and its subsidiary companies have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The Charity had another good financial year in 2024-25 recording a surplus mainly due to a profit on the sale of freehold property at 61 Bridge Road East, Welwyn Garden City.

Operational Outlook: the outlook for NHS funding remains difficult, and Isabel Hospice is not expecting to see an increase in NHS grants. The charity is therefore looking at alternative sources of income. Fundraising activities continue to build on the strong local support which the Hospice enjoys. The retail chain of shops continues to generate income and a new cleaning franchise has been undertaken to generate future profit. Most of the Hospice's costs are salary costs, which are expected to rise annually in line with national cost of living increases.

Going Concern Conclusion: The Board of Trustees has reviewed financial projections based on realistic expectations of income and costs. The projections foresee a deficit in 2025-26 with an aim to return to operational breakeven in 2026-27. The Board, after interrogating the projections, is satisfied that the Charity has:

1. sufficient working capital and sufficient reserves to continue to trade for this period
2. no unmanaged material uncertainties impacting the Charity's ability to remain a going concern for the coming 12 months from the date of this report.

1 Accounting policies (continued)

e) Income

Income (which excludes VAT) is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or when the donor has specified that the income is to be expended in a future period.

1. Clothing and other items donated for resale are included as incoming resources when they are sold.
2. Assets donated for use by the Charity are recognised as incoming resources, at their value to the Charity, when receivable.
3. Income from the lottery is recognised as members participate in draws.
4. For legacies, entitlement is taken as the earliest of the dates on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.
5. Income from fundraising events organised by the Charity centrally are recognised when funds are received.
6. Income from charitable activities comes from service contracts and grants and is subject to specific performance conditions. Such income is recognised as it is earned.
7. Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Endowment fund is an expendable endowment arising from a legacy to the Hospice. The legacy gives the trustees discretionary powers to use the endowment to fund capital projects. Any income from the endowment is unrestricted and may be used for the general purposes of the charity.

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of medical, in-patient care and community care undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities based on direct costs attributable to each activity.

- | | |
|--------------------|-----|
| ● Medical | 2% |
| ● In-patient care | 21% |
| ● Community care | 18% |
| ● Support services | 16% |
| ● Raising funds | 43% |

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|--|---|
| ● Short Leasehold Property | on a straight- line basis over the shorter of duration of the lease and useful economic life. |
| ● Plant, Machinery equipment and vehicles. | at varying rates between 10% and 33% on cost. |

The group does not revalue freehold properties used for direct charitable purposes. These buildings (but not land), and related improvements, are depreciated over their estimated useful lives, which have been assessed to vary between ten and fifty years.

m) Intangible assets

The group recognises intangible assets related to franchise agreements as assets. These assets are initially measured at cost. Subsequent to initial recognition, intangible assets with finite useful lives are amortised over their estimated useful lives. The group considers factors such as the terms of the franchise agreement, the remaining term of the agreement and the nature of the intangible asset when determining the useful life.

n) Investments in subsidiaries

Investments in subsidiaries are at cost.

o) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)**p) Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. In general, cost is determined on a first in first out basis and includes transport and handling costs. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

q) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

r) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

s) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

t) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

u) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

v) Pensions

The group contributes to a number of defined contribution pension schemes and to the NHS pension scheme.

The NHS pension scheme is a multi-employer defined benefit scheme and the assets of the scheme are held separately from those of the charity in an independently administered fund. The Charity is unable to identify its share of this scheme's assets and liabilities and is therefore, as permitted by FRS 102, this scheme is treated as if it were a defined contribution pension scheme. Pension contributions payable for the year to the various pension schemes are charged to the SOFA.

2 Income from donations and legacies

	Unrestricted £'000	Restricted £'000	2025 Total £'000	Unrestricted £'000	Restricted £'000	2024 Total £'000
Legacies	934	-	934	2,101	-	2,101
Donations in memoriam	422	-	422	341	-	341
Other donations and grants	990	383	1,373	750	231	981
	2,346	383	2,729	3,192	231	3,423

Contingent assets, relating to legacies which have been notified but do not yet meet the income recognition criteria detailed in note 1 of the financial statements, amount to £1,314,811 (2024: £1,129,911). Since the year end, £802,000 has been received.

Notes to the financial statements

For the year ended 31 March 2025

3 Income from charitable activities

	Unrestricted £'000	Restricted £'000	2025 Total £'000	Unrestricted £'000	Restricted £'000	2024 Total £'000
Main CCG contract	2,182	-	2,182	2,088	-	2,088
Other NHS income	25	-	25	36	-	36
Provision of staff and sundry other income	45	-	45	199	-	199
	2,252	-	2,252	2,323	-	2,323

4 Income from other trading activities

	Unrestricted £'000	Restricted £'000	2025 Total £'000	Unrestricted £'000	Restricted £'000	2024 Total £'000
Fundraising events	490	-	490	406	-	406
Charity shop income	3,101	-	3,101	2,987	-	2,987
Cleaning franchise income	63	-	63	-	-	-
Lottery income	267	-	267	244	-	244
	3,921	-	3,921	3,637	-	3,637

5 Investment income

	Unrestricted £'000	Restricted £'000	2025 Total £'000	Unrestricted £'000	Restricted £'000	2024 Total £'000
Investment income	26	-	26	-	-	-
Bank interest	21	-	21	-	-	-
	47	-	47	-	-	-

6 Profit on sale of tangible fixed assets

	Unrestricted £'000	Restricted £'000	2025 Total £'000	Unrestricted £'000	Restricted £'000	2024 Total £'000
Freehold property	1,501	-	1,501	-	-	-
	1,501	-	1,501	-	-	-

Profit on the sale of freehold property relates to the sale of Milan House, 61 Bridge Road East, Welwyn Garden City, formerly the charity's head office before moving to 99 Bridge Road East, Welwyn Garden City. Sales proceeds were £3,000,000, of which £50,000 was received last financial year and with £800,000 payment deferred for up to two years, with interest payable in the second year. The £800,000 proceeds outstanding is included within other debtors in note 15 of the accounts.

Notes to the financial statements

For the year ended 31 March 2025

7a Analysis of expenditure (current year)

	Raising funds			Charitable activities				Governance costs	Support costs	2025 Total £'000	2024 Total £'000
	Fundraising	Charity shops	Cleaning franchise	Medical	In-Patient Care	Community Care	Central costs				
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Staff Costs	472	1,654	105	312	1,291	1,560	495	-	919	6,808	6,253
Other Staff costs	12	26	1	9	62	23	63	-	105	301	307
Premises	-	695	-	-	237	70	102	-	136	1,240	1,030
Charity shop expenses	-	319	-	-	-	-	-	-	-	319	304
Cleaning franchise expenses	-	-	25	-	-	-	-	-	-	25	-
Transport	-	13	-	-	-	-	-	-	-	13	13
Event costs	30	-	-	-	-	-	-	-	-	30	42
Clinical Supplies	-	-	-	-	121	3	-	-	-	124	105
Catering	-	-	-	-	172	-	-	-	-	172	100
Other Costs	205	20	22	3	75	17	85	-	482	909	1,002
Audit and Accounts preparation fees	-	-	-	-	-	-	-	40	-	40	37
Legal and professional fees	-	-	-	-	-	-	8	-	23	31	-
Interest payable	-	-	-	-	-	-	30	-	-	30	-
	719	2,727	153	324	1,958	1,673	783	40	1,665	10,042	9,193
Support costs	143	543	30	33	350	300	266	-	(1,665)	-	-
Governance costs	3	13	1	1	9	7	6	(40)	-	-	-
Total expenditure 2025	865	3,283	184	358	2,317	1,980	1,055	-	-	10,042	
Total expenditure 2024	3,950	-	-	289	2,009	1,776	1,169	-	-	-	9,193

7b Analysis of expenditure (prior year)

	Raising funds	Charitable activities				Governance costs	Support costs	2024 Total
		Medical	In-Patient Care	Community Care	Central costs			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff Costs	2,069	246	1,123	1,391	601	-	823	6,253
Other Staff costs	29	18	90	25	109	-	36	307
Premises	635	-	212	83	7	-	93	1,030
Shop expenses	304	-	-	-	-	-	-	304
Transport	13	-	-	-	-	-	-	13
Event costs	42	-	-	-	-	-	-	42
Clinical Supplies	-	-	101	4	-	-	-	105
Catering	-	-	100	-	-	-	-	100
Other Costs	247	4	82	17	227	-	425	1,002
Audit and Accounts preparation fees	-	-	-	-	-	37	-	37
	3,339	268	1,708	1,520	944	37	1,377	9,193
Support costs	595	20	293	250	219	-	(1,377)	-
Governance costs	16	1	8	6	6	(37)	-	-
Total expenditure 2024	3,950	289	2,009	1,776	1,169	-	-	9,193

Notes to the financial statements

For the year ended 31 March 2024

8 Net income / (expenditure)

This is stated after charging:

	2025 £'000	2024 £'000
Depreciation - owned assets	318	255
Amortisation of intangible assets	12	-
Operating leases - rent	416	389
Interest payable	26	-
Auditor's remuneration (excluding VAT):		
Statutory audit	31	27
Non-audit services	4	3
	6,809	6,253

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £'000	2024 £'000
Salaries and wages	5,924	5,437
Redundancy and termination costs	15	23
Social security costs	520	471
Pension contributions	350	322
	6,809	6,253

The average number of employees, including part-time staff, analysed by function was:

	FTE 2025 No:	Headcount 2025 No:	FTE 2024 No:	Headcount 2024 No:
Charitable activities				
Medical	2	5	2	4
In-Patient Care	23	32	26	43
Community Care	33	47	27	37
Other Patient Services	8	10	10	14
Total	66	94	65	98
Costs of raising funds				
Fundraising	15	17	14	16
Charity shops	51	107	58	96
Cleaning franchise	8	17		
Support Services	20	23	23	29
Total	94	164	95	141

The number of employees whose total employee benefits (excluding employer pension costs) for the reporting period fell within each band of £10,000 from £60,000 upwards was:

	2025 No.	2024 No.
£60,000 - £69,999	6	3
£70,000 - £79,999	1	2
£80,000 - £89,999	-	2
£90,000 - £99,999	1	-
£100,000 - £109,999	1	-

Total employee benefits (including pension contributions and employer's national insurance) received by key management personnel amounted to £415,857(2024: £418,988).

Notes to the financial statements

For the year ended 31 March 2024

10 Trustee remuneration and related party transactions

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2024: £nil) incurred by nil (2024: nil) members relating to attendance at meetings of the trustees.

Two close family members of Hospice key management personnel were employed by the Hospice, appointed to posts and with employment terms that fall within the Hospice's approved staff establishment (2024: two close family members). The employment costs of these two individuals was £56,309 (2024: £45,795)

The aggregate value of all unrestricted donations from related parties (excluding the gift aid receivable) amounted to £nil (2024 £nil).

11 Taxation

The charity is exempt from corporation tax as all of its income is charitable and applied for charitable purposes. The charity's subsidiaries, Isabel Hospice Trading Limited and IHL Services Limited, distribute under Gift Aid their available profits to the parent charity. Their charge to corporation tax in the year was £nil (2024 £nil)

12 Tangible fixed assets

	Freehold property £'000	Short leasehold property £'000	Machinery, equipment and vehicles £'000	Total £'000
The group				
Cost or valuation				
At the start of the year	6,770	713	583	8,066
Additions in year	851	97	30	978
Disposals in year	(1,977)	(36)	-	(2,013)
At the end of the year	<u>5,644</u>	<u>774</u>	<u>613</u>	<u>7,031</u>
Depreciation				
At the start of the year	1,354	597	320	2,271
Charge for the year	127	41	150	318
Eliminated on disposal	(528)	(33)	-	(561)
At the end of the year	<u>953</u>	<u>605</u>	<u>470</u>	<u>2,028</u>
Net book value				
At the end of the year	<u>4,691</u>	<u>169</u>	<u>143</u>	<u>5,003</u>
At the start of the year	<u>5,416</u>	<u>116</u>	<u>263</u>	<u>5,795</u>
Freehold properties are classified as 1/3 Land and 2/3 Building, which is depreciated at 2% or 50 years.				
	Freehold property £'000	Short leasehold property £'000	Machinery, equipment and vehicles £'000	Total £'000
The charity				
Cost or valuation				
At the start of the year	6,770	322	459	7,551
Additions in year	851	-	21	872
Disposals in year	(1,977)	-	-	(1,977)
At the end of the year	<u>5,644</u>	<u>322</u>	<u>480</u>	<u>6,446</u>
Depreciation				
At the start of the year	1,354	277	248	1,879
Charge for the year	127	19	120	266
Eliminated on disposal	(528)	-	-	(528)
At the end of the year	<u>953</u>	<u>296</u>	<u>368</u>	<u>1,617</u>
Net book value				
At the end of the year	<u>4,691</u>	<u>26</u>	<u>112</u>	<u>4,829</u>
At the start of the year	<u>5,416</u>	<u>45</u>	<u>211</u>	<u>5,672</u>

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2024

13 Intangible Assets

	Franchise Agreement £'000	Total £'000
The group		
Cost or valuation		
At the start of the year	-	-
Additions in year	60	60
At the end of the year	60	60
Amortisation		
At the start of the year	-	-
Charge for the year	12	12
At the end of the year	12	12
Net book value		
At the end of the year	48	48
At the start of the year	-	-
The intangible assets are held by the subsidiary company IHL Services Limited. The charity's intangible assets are £nil.		

14 Investments

	The group		The charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Fair value at the start of the year	843	2,231	843	2,231
Disposal proceeds	-	(1,500)	-	(1,500)
Net (loss)/gain on change in fair value	(3)	112	(3)	112
Fair value at the end of the year	840	843	840	843
Investments comprise:				
	The group		The charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Shares listed on the London Stock Exchange	840	843	840	843

15 Debtors: amounts falling due within one year

	The group		The charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Trade debtors	66	546	39	542
Prepayments	132	240	28	88
Other debtors	863	5	863	2
Accrued income	36	214	36	172
VAT debtor	102	696	66	646
Amounts owed by group undertakings	-	-	644	458
	1,199	1,701	1,676	1,908

16 Creditors: amounts falling due within one year

	The group		The charity	
	2025 £	2024 £	2025 £	2024 £
Trade creditors	142	280	99	163
Bank loan	103	-	103	-
Amounts owed to group undertakings	-	-	26	-
Other creditors	60	45	52	38
Taxation and social security	132	174	100	145
Accruals	228	126	165	85
Deferred income (note 18)	5	533	5	533
	670	1,158	550	964

Notes to the financial statements

For the year ended 31 March 2024

17 Provisions for liabilities

	The group		The charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
At 1 April 2024	105	84	25	26
Added in the year	-	21	-	(1)
At 31 March 2025	105	105	25	25

All leased premises are kept in a good state of repair, but the company has obligations under its leases to redecorate periodically and to leave the premises in a previously agreed condition. Having assessed the current condition of its properties, the directors consider that, at the balance sheet date, the cost of any such remedial works would not exceed £105,000 (2024: £83,9728) and so a provision for this sum has been included in these accounts.

18 Deferred income

Deferred income of £5,000 (2024: £533,000) represents an invoice raised in March 2025 in respect of funding due for April 2025.

	The group		The charity	
	2025	2024	2025	2024
	£	£	£	£
Balance at the beginning of the year	533	7	533	7
Amount released to income in the year	(533)	(7)	(533)	(7)
Amount deferred in the year	5	533	5	533
Balance at the end of the year	5	533	5	533

19 Isabel Hospice Trading Limited

The principal activity of Isabel Hospice Trading Limited (whose company number is 02417607) is the sale of purchased and donated articles. A summary of the trading results is shown below:

	2025	2024
	£'000	£'000
Turnover and other operating income	2,941	2,854
Cost of sales and administrative costs	(2,938)	(2,796)
Net profit	3	58
Total retained earnings brought forward	90	94
Prior year adjustment	-	(4)
Profit for the financial year	3	58
Gift aid distribution to the charity	(3)	(58)
Total retained earnings carried forward	90	90

During the year, the trading company paid to the Parent Charity £213,000 (2024: £195,000) for property rent and support services provided by Charity.

The assets and liabilities of the trading subsidiary were:

	2025	2024
	£'000	£'000
Tangible assets	175	121
Current assets	687	701
Creditors within one year	(691)	(652)
Provisions for liabilities	(81)	(80)
Aggregate net assets	90	90

Notes to the financial statements

For the year ended 31 March 2024

20 IHL Services Limited

The principal activity of IHL Services Limited (whose company number is 15494138) is that of a cleaning company operating under a franchise agreement. A summary of the trading results is shown below:

	2025 £'000	2024 £'000
Turnover and other operating income	86	-
Cost of sales and administrative costs	(156)	-
Net (loss)	(70)	-
Total retained earnings brought forward	-	-
(Loss) for the financial year	(70)	-
Gift aid distribution to the charity	-	-
Total retained earnings carried forward	(70)	-

The assets and liabilities of the trading subsidiary were:

	2025 £'000	2024 £'000
Intangible assets	48	-
Current assets	63	-
Creditors within one year	(181)	-
Provisions for liabilities	-	-
Aggregate net assets	(70)	-

21 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2025 £'000	2024 £'000
Gross income	7,663	6,915
Net movement in funds (after gains/losses on investments)	477	339

Notes to the financial statements

For the year ended 31 March 2024

22 Pension schemes

Defined benefit pension scheme - NHS Pension Scheme

Past and present qualifying employees are covered by the NHS Pension Scheme. Details of the benefits payable and rules of the scheme can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both the 1995/2008 and 2015 schemes are accounted for, and the scheme liability valued, as a single combined scheme. Both are unfunded defined benefit scheme that cover NHS employers, GP practices and other bodies allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the Government Financial Reporting Manual (FReM) requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline follows:

a) Accounting valuation: A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability is based on valuation data as 31 March 2025 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have been used.

The latest assessment of the liabilities of the scheme is contained in the Statement by the Actuary, which forms part of the annual NHS Pension Scheme Annual Report and Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation: The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (considering recent demographic experience), and to recommend contribution rates payable by employees and employers. The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020. The results of this valuation set the employer contribution rate payable from 1 April 2024 to 23.7% of pensionable pay. The core cost cap cost of the scheme was calculated to be outside of the 3% cost cap corridor as at 31 March 2020. However, when the wider economic situation was taken into account through the economic cost cap of the scheme, the cost cap corridor was not similarly breached. As a result, there was no impact on the member benefit structure or contribution rates. The 2024 actuarial valuation is currently being prepared and will be published before new contribution rates are implemented from April 2027.

Defined Contribution Pension Scheme - Aviva workplace pension scheme

Employees who do not qualify for the NHS Pension Scheme may be eligible for the Isabel Hospice Aviva workplace pension scheme, which is a defined contribution scheme. Eligibility is defined in terms of salary level and age, and eligible employees are auto-enrolled in the pension scheme. Employees and the Charity pay 4.5% of salary into the scheme, making a total contribution of 9%.

23a Analysis of net assets between funds (current year)

	General funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fixed assets	4,874	-	129	-	5,003
Intangible assets	48	-	-	-	48
Investments	840	-	-	-	840
Net current assets	2,181	273	46	836	3,336
Provisions for liabilities	(105)	-	-	-	(105)
Net assets at 31 March 2025	7,838	273	175	836	9,122

23b Analysis of net assets between funds (prior year)

	General funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fixed assets	-	5,795	-	-	5,795
Investments	-	843	-	-	843
Net current assets	134	1,158	56	836	2,184
Provisions for liabilities	(105)	-	-	-	(105)
Net assets at 31 March 2024	29	7,796	56	836	8,717

Notes to the financial statements

For the year ended 31 March 2024

24a Movements in funds (current year)

	At 1 April 2024 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 March 2025 £'000
Endowment funds	836	-	-	-	836
Restricted funds:					
<i>Capital development funds:</i>					
Hospice UK capital grant	-	132	(3)	-	129
<i>Service delivery funds</i>					
Inpatient unit services	-	2	(2)	-	-
Community Services	-	203	(203)	-	-
Equipment	30	11	(24)	(5)	12
<i>Raising funds</i>					
Fundraising costs	26	35	(27)	-	34
Total restricted funds	56	383	(259)	(5)	175
Unrestricted general funds	29	10,067	(9,786)	7,528	7,838
Designated funds:					
Fixed Asset fund	4,308	-	-	(4,308)	-
Risk Reserve Fund	1,100	-	-	(1,100)	-
Legacy Reserve	1,396	-	-	(1,396)	-
Building Reserve	992	-	-	(719)	273
Total designated funds	7,796	-	-	(7,523)	273
Total unrestricted funds	7,825	10,067	(9,786)	5	8,111
Total funds	8,717	10,450	(10,045)	-	9,122

The narrative to explain the purpose of each fund is given at the foot of the note below.

24b Movements in funds (prior year)

	At 1 April 2023 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 March 2024 £'000
Endowment funds	836	-	-	-	836
Restricted funds:					
<i>Capital development funds:</i>					
Building appeal	593	-	-	(593)	-
<i>Service delivery funds</i>					
Inpatient unit services	-	32	(32)	-	-
Community Services	-	87	(87)	-	-
Equipment	-	70	(40)	-	30
Family Support	17	10	(27)	-	-
Other	1	2	(3)	-	-
Fundraising costs	-	30	(4)	-	26
Total restricted funds	611	231	(193)	(593)	56
Unrestricted general funds	94	8,463	(9,000)	472	29
Designated funds:					
Fixed Asset fund	2,292	-	-	2,016	4,308
Risk Reserve Fund	1,100	-	-	-	1,100
Legacy Reserve	595	801	-	-	1,396
Building Reserve	2,887	-	-	(1,895)	992
Total designated funds	6,874	801	-	121	7,796
Total unrestricted funds	6,968	9,264	(9,000)	593	7,825
Total funds	8,415	9,495	(9,193)	-	8,717

Notes to the financial statements

For the year ended 31 March 2024

24 General funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for the other purposes.

Designated funds

The Fixed Asset fund is represented by fixed assets, net of associated liabilities and after deducting assets where use has been restricted.

Trustees have decided that this designated fund is no longer required.

The Risk Reserve fund is held to manage the risk of potential fluctuations or underperformance in key income streams. Trustees have decided that this designated fund is no longer required, the risk will be mitigated by maintaining sufficient unrestricted reserves in line with their reserves policy.

The legacies reserve was set up in 2022-23 as the amount of legacy income above budget in that year. Trustees have decided that this designated fund is no longer required.

The building reserves fund was been established for development, extension and modernisation of the Hospice buildings, including (1) creating a new head office and retail space and (2) investing in the In-patient facilities. In January 2024, the Hospice purchased 99 Bridge Road East, Welwyn Garden City, to be used as a head office, retail hub and warehouse and refurbished the property during 2024-25. Some of the buildings reserve designated fund was used to fund this purchase and refurbishment. The development of the In-patient facility is expected to start in 2025-26.

Endowment funds

The endowment fund is an expendable endowment arising from a legacy to the Hospice. The legacy gives the trustees discretionary powers to use the endowment to fund capital projects. Any income from the endowment is unrestricted and may be used for the general purposes of the charity. The charity intends to use the endowment to fund the development of the In-patient facility.

Restricted funds

The Hospice UK capital grant represents a grant received of £131,848 from Hospice UK in 2024-25 as part of £100 million hospice capital funding grant made by The Secretary of State for Health and Social Care to Hospice UK. The grant has been fully spent on freehold property improvements which are depreciated over 50 years. Depreciation is charged to the restricted fund.

The Building Appeal fund related to the proceeds of a special appeal that was utilised to construct an annex to the In-patient Unit. The project is now completed.

The Inpatient Unit Services, Community Services and Family Support funds comprises donations and grants received to help fund the provision of patient care. The grants are principally used to help pay the staff employed for those purposes.

The Fundraising costs fund represents grants received to cover the cost of fundraising staff salaries.

The Equipment Fund comprises donations and grants received to purchase specific items of equipment.

25 Operating lease commitments

The following payments represent the financial commitments under operating leases for the group and the charity:

	Group		Charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Less than one year	285	230	16	19
One to five years	698	596	8	4
Over five years	161	907	-	-
	1,144	1,733	24	23

26 Legal status of the charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

ISABEL HOSPICE LIMITED

England & Wales - Charity number 1046826

Accounts

Company Number: 03056823
Charity number: 1046826

Isabel Hospice Limited

Trustees' Annual Report and Financial Statements
For the Year Ended 31 March 2024

Trustees' Annual Report and Financial Statements for the Year Ended 31 March 2024

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Foreword from the Chair

The financial year 2023-24 has seen an 11% increase in people (patients and family members) supported by Isabel Hospice, rising from a total of 1894 in 2022-23 to 2111 of whom 1597 (2022-23: 1443) were patients and 747 (2022-23: 648) were family members. This followed a community engagement programme working with partners in Eastern Hertfordshire and the majority of patients were supported in the community by our Hospice at Home and Clinical Specialist Teams (2023-24: 1727; 2022-23: 1630). Being in the community is often people's preferred place of care and death. There was an increase in non-cancer referrals to 44% from 37% (2022-23) and this year the Hospices caseload includes 50 patients with neurological conditions.

During the year we also have extended our care home education project to all 111 care homes in East and North Herts, funded by the NHS. We continue to deliver an extensive education programme working with partners and were successful in applying for funds from Hospice UK for a frailty project. This project took a co-production approach to create a free self-selecting programme of 8 education sessions to reflect the main risk factors of frailty.

Our work started on Equity, Diversity and Inclusion (EDI) in 2022-23 has continued with an EDI Forum now established which is overseeing strategy and an action plan to raise awareness of EDI.

Financially, Isabel Hospice started the year with a budget deficit but ended with a surplus of £302k. This was largely due to legacies exceeding budget, for which we are extremely grateful. The Hospice is very dependent on the kindness of people choosing to leave funds to Isabel Hospice.

Both fundraising and retail delivered a significant increase on income compared with the previous year, but retail experienced additional costs, so the contribution to the charity was less than expected.

Using the Charity Retail Association's Toolkit, our shops played a pivotal role in improving people's lives and wellbeing in 2023-24. This included the equivalent of £83,149,192 of social value being generated across our shops. Almost half of the social value was linked to giving back to others and the planet.

During the year a new building was acquired – 99 Bridge Road East, Welwyn Garden City, Herts. This better meets our needs with less office space and more warehouse space and work is underway to fit out for Isabel Hospice. We plan to relocate from Milan House to the new accommodation by the end of 2024 and to sell or lease out Milan House.

Looking forward, raising funds continues to be a challenge. During the year the Board considered additional income streams and agreed to progress with a cleaning franchise arrangement in 2024-25. The surplus we hope to generate will contribute to the Charity.

The work of Isabel Hospice could not be delivered without its amazing staff, volunteers and community. In 2023-24, we employed 239 staff (160 whole time equivalent) and have 645 volunteers who gave 101,400 hours of time which equates to £1,049,680 based on living wage. The Board would like to thank the staff for all they do; all have a role to play in delivering our vision of outstanding palliative care for all. We would also like to thank our volunteers who so willingly give their time, and our supporters in the community for their generosity in all sorts of ways but in particular, by providing the much needed funds to enable the Hospice to continue to deliver its services.

Terry Philpott
Chair

Date 4 September 2024



Trustees' Annual Report for the Year Ended 31 March 2024

The Trustees are pleased to present their annual report (which, for the purposes of company law, includes the strategic report and the Directors' report) and the audited financial statements for the year ended 31 March 2024.

These financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2015, 2019). The financial statements include the results of the Charity's trading subsidiary, Isabel Hospice Trading Limited.

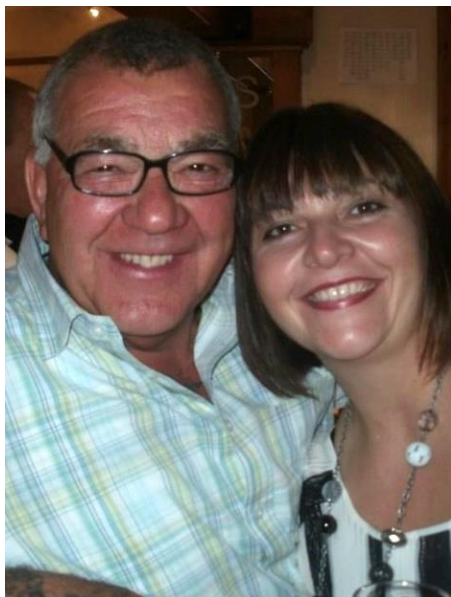
Objectives and Activities

The Charity's purpose as set out in the objectives contained in the Company's Memorandum of Association is to provide palliative care and support for those suffering from life-limiting illnesses, as well as support for their families and carers, in the boroughs of Welwyn Hatfield and Broxbourne and the District of East Hertfordshire.

To deliver this objective we provide a range of services to support patients and their families. Some of these services are illustrated in the following patient's story.

Cheryl's Story

When my dad, Ray, was diagnosed with oesophageal cancer early last year, the news hit us hard. By June, after learning that neither surgery nor chemotherapy were viable options due to his COPD, he chose to focus on quality of life rather than undergo radiotherapy treatment that promised little benefit.



This decision meant he had limited time left, and he wanted to spend it meaningfully, surrounded by family, with the support of Isabel Hospice.

Following his referral, Isabel Hospice originally advised Dad to be admitted to their In-Patient Unit to get his symptoms and dehydration under control, however they ultimately respected his wishes to stay at home.

Dad was cared for at home by Alison, a community nurse from Isabel Hospice. Alison was a very special person and provided my dad with guidance and options without ever pushing him toward decisions he wasn't comfortable with. She was a great support to the family as well, assuring us we could call her at any time if needed.

But as Dad's dehydration intensified, it became clear that In-Patient care was necessary. With Dad's consent, Alison quickly arranged a bed for him in the Isabel Hospice In-Patient Unit and he walked in on the Sunday of that week.



The days Dad spent in the In-Patient Unit were unexpectedly uplifting for him. Not only were the nurses amazing, taking all his needs and wishes into account. He also formed a cherished friendship with another patient, Tom, who Dad had spotted in the smoking area of the courtyard. Despite Dad's advanced illness at this stage, his chats with Tom discussing their many common interests brought him great joy and comfort during his final days.

The staff at the Isabel Hospice In-Patient Unit were incredibly supportive, not just to my dad but to our entire family. Most importantly, they made it possible for my mum, my sister, and I to stop being his carers and just be a family again. We were so grateful for the opportunity to enjoy those final moments with Dad.

The Isabel Hospice staff created a comforting environment for us at the In-Patient Unit where volunteers and nurses often joined us for chats, bringing tea and cake, and checking in on our wellbeing regularly. Alison even continued to visit Dad at the In-Patient Unit in between her home visits to other patients in the community.

Mum didn't leave Dad's side, choosing to stay in the chair at his bedside. The nurses offered my sister and I one of the In-Patient Unit's flats to stay in, allowing us to get some rest while still being close to Dad until the end.

My family and I have nothing but praise for the staff and volunteers at Isabel Hospice, and in the end, Dad said that he had made the right decision by going in to the In-Patient Unit.

Our Values

Our values are at the heart of how we work in every setting – how we support patients and their families, how we support our staff and volunteers, and work within teams, and how we engage with partner organisations and suppliers. These are:

Values	Explanation
Care	Everything we do shows we support and care about everyone
Together	We are collaborative and inclusive in our approach
Respect	We respect the contribution that everyone is able to make
Responsive	We are responsive to people's needs
Dynamic	We challenge existing practices and strive to continuously improve.

Together we care is our strapline and captures the essence of our approach as a charitable hospice:

- Every aspect of our care and support is delivered in partnership – with patients, families & loved ones, and other professionals.
- Every member of staff and every volunteer plays a crucial role in making our care possible.
- We work with our communities and our partners.



Our Services During 2023-24

We provided a wide range of services including an In-Patient unit for patients who have complex symptoms at the end of life; a community service which includes a team of Community Clinical Specialists who are available to give advice and support to patients and their families; a Hospice at Home Team providing support and nursing care in patients' homes and a Family Support counselling and Bereavement Service.

Our Living Well with Isabel services provide rehabilitative and wellbeing services to help manage the challenges of living with a life limiting illness. Our Compassionate Communities service facilitates coffee mornings, themed activity groups and neighbours to support loneliness.

Community Care

Clinical Specialists provide community care through hybrid telephone and face to face consultations. This year we significantly increased the number of face to face consultations, managing patients with more complex symptoms.

The Hospice at Home team of registered nurses, paramedics and healthcare assistants provide care to enable people to be cared for and die in their own home. We also introduced a new Healthcare Assistant telephone caseload, providing a welfare check for patients when their episode of care ended.

In-patient Unit

Our In-Patient Unit (IPU) based in Welwyn Garden City is currently staffed for 8 patients but can flex to accommodate up to 14 beds. Our highly trained multi-disciplinary team consisting of doctors, registered nurses, allied health professionals, counsellors and healthcare support workers offer specialist symptom management and end of life care. We opened two extra beds from January to March 2024 to assist the wider healthcare sector with winter pressures.

24-Hour Advice Line

Our 24-Hour Advice Line provides clinical advice and support for patients, their families/carers and professional colleagues about any palliative care and /or end of life care issue, irrespective of the person's diagnosis and whether they are known to us.

Family Support

We support patients and their families as they cope with the diagnosis of a life limiting illness through to bereavement. We provide telephone support for adults and children through individual and group sessions.

Living Well

We implemented the REACH-HF which is a new home-based, evidence-informed cardiac rehabilitation programme for people with heart failure and their caregivers, to help them manage their condition. This programme was led by our Heart Failure Nurse and Living Well team and 17 patients attended.



Compassionate Communities

This year, we took forward our community development approach to living well with frailty through collaboration and co-ordination of hospice care and local service providers. We took a co-production approach to create a free self-selecting programme of 8 education sessions to reflect the main risk factors of frailty; the programme was run 3 times over the year with 57 attendees.

Education

Our aim within the Learning, Development and Education team is to empower others to deliver outstanding palliative care for all.

Our end-of-life care (EOLC) education programme provides training and support in EOLC to care homes across East Hertfordshire. This year we also extended that provision to care homes in North Hertfordshire.



Public Benefit

The Trustees have reviewed the Charity Commission guidance on Public Benefit and are confident that the Charity meets the requirements, specifically:

- All services to patients and families are provided free of charge
- We do not discriminate on the grounds of gender, race, religion, marital status, family status, sexual orientation or disability. We treat all adults who are referred to our services, with no discrimination based on age.
- We work closely with GPs and other healthcare professionals as we seek to try to ensure that everyone in the last year of their life is identified and is then appropriately referred to, and able to access, the right services to meet their needs.
- We seek to identify specific groups who may find it harder to access services and develop specific approaches to engage them and ensure their needs are met. In the current year, for example, we have extended our reach to those working with people with learning disabilities and also the Lesbian Gay, Bisexual Transgender (LGBT) community.

To fund these activities, the Charity raises the majority of its funding from the communities it serves and we continue to rely on the generosity of local people through a wide range of fundraising and giving, including:

- Individual donations, in memory gifts, regular giving and legacies
- Grants from trust funders
- A wide range of fundraising events
- Participation in our lottery
- 16 charity shops and an eBay shop operated by our trading company which passes all of its profits to the Charity.

We also have a service contract with the Hertfordshire and West Essex Integrated Care Board that provides 27% of our income.

The Charity continues to rely on support from 645 active volunteers who make a substantial contribution to income generation and service delivery. The Charity could not provide its services without their time and skills.

Strategy and Vision

Strategy

The Hospice continues to work towards the Isabel Hospice Strategy for 2021-2026. Measures of success and plans for achieving these were reviewed and updated within the year.

Vision

Our vision is **Outstanding Palliative Care for All**

We will deliver outstanding palliative care through our services, and work in partnership with others including patients, GPs, NHS community providers, NHS acute hospitals, nursing and residential care homes, carers, patients' relatives and other third-party providers to enable them to deliver palliative care that meets patients' needs.

We need to remember that the provision of end-of-life care is the responsibility of statutory bodies, however, the Hospice has a key contribution to this.



Strategic Themes

We have identified three strategic themes to inform and drive everything we do for the vision to be delivered, and these are:

- **Empower** a dynamic, agile organisation to include being financially sustainable and resilient.
- **Enable** an outstanding organisation that delivers care in any setting and is seen as a leader in our fields.
- **Engage** with stakeholders and each other.

The challenges we are addressing, what we will do (**areas that have been addressed are emboldened and given a ✓**), what we have done in 2023-24 and measures of success identified for 2026 are summarised below under each strategic theme.

Empower

The Challenge	Strategic Theme	What we will do	What we have done in 2023-24	Measures of success
We cannot generate sufficient income to cover the costs of the ever increasing need for our services doing what has worked in the past. Isabel Hospice "as is" cannot sustain the anticipated growth. Our workforce needs to be empowered and driven to enact change.	Empower a dynamic, agile organisation to include being financially sustainable and resilient.	*Develop a skilled, focussed, high performing and committed workforce and volunteers ✓ *Leverage high quality data to drive informed decisions ✓ *Charge for non-core services *Be efficient with costs and expenditure ✓ *Develop a marketing programme (with KPIs) to promote leaving of legacies *Increase our income *Reduce the % of total expenditure that are HO operating costs. *Review Governance structure to ensure it supports an agile business ✓ *Develop succession plans for employees ✓ *Establish and improve Carbon Footprint by introducing design and processes *Take forward Property Strategy	*Staff KPI metrics are at low levels – sickness turnover etc. *All Job Descriptions reviewed. *Learning, Development and Education charging for non-core services. *Marketing KPIs for organisation developed *Expenditure below budget *New legacy marketing implemented. *Governance framework reviewed, updated and agreed by the Board *Identified Additional Income Streams for Consideration by the Board. -Total Clean to be taken forward Property: -Milan House (Head Office) under offer -99 Bridge End Road (New HO Purchased).	By 2026 we will have: *Diversified into other income streams *Increased numbers of active volunteers to 75% of registered volunteers in month *Better understood our volunteer requirements and diversified our base to meet these needs *Met our KPI targets for employee satisfaction, (sickness, retention and empowerment etc.) *Ensured that expenditure is less than or equal to income *Maintained free reserves that are equivalent to 6 months of expenditure *Increased fundraising income to £2.7 million per annum *Improved the Carbon Footprint for all activities *Generated a trading company contribution in excess of £500,000 per annum *Increased the amount of supporter pence in the pound that goes towards patient care



			-Planning application submitted for development of In-patient Unit.	*Delivered a property Strategy which includes: • Sales of Milan House • Relocation into new premises (Retail and Head Office) • Extension and development of IPU
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Enable

The Challenge	Strategic Theme	What we will do	What we have done in 2023-24	Measures of success
Our organisation needs to be outstanding in everything we do. We also need to leverage new technology to reach people in new ways and improve our business at every level.	Enable an outstanding organisation that delivers care in any setting and is seen as a leader in our fields	*Build on new and novel ways of engaging with system partners and primary care borne out of COVID e.g. webinars/ virtual sessions ✓ *Efficiently continue virtual community care where applicable ✓ *Find new, innovative ways to deliver income ✓ *Become an employer of choice *Find new ways to understand and measure patient satisfaction ✓ *Assess accreditation options ✓	*Attended all system meetings *Now on OPAL 4 calls when System is Struggling *Review of Community Team *Established Telephone Wellbeing Calls after episodes of care finished. *Established Patient Participation Group – Your Hospice Your Voice to inform services *Reviewed measures to understand patient satisfaction *Assessed accreditation options. Not progressing at this time.	By 2026 we will have: *Delivered outstanding services *Identified 4 key success areas from staff survey and improved those vs 2021 results *Ensured that patient satisfaction remains above 95% *Virtualised 60% of our consultations *Delivered outstanding supporter and customer retail experiences

Engage

The Challenge	Strategic Theme	What we will do	What we have done in 2023-24	Measures of success
We need to find ways to collaborate successfully externally (e.g. other hospices, NHS, Universities) and ensure better internal collaboration to support this	Engage with our stakeholders and each other	*Work with the NHS to deliver valued services that they are willing to fund ✓ *Collaborate with external partners as widely as possible e.g. University of Hertfordshire ✓ *Benefit through economies of scale through greater collaboration and partnership with other hospices ✓ *Investigate outsourcing *Engage in new ways of working ✓ *Build partnerships with local organisations to enable a strong community presence and drive awareness ✓ *Improve our internal communications ✓	*Commissioned by NHS to fund Care Home Education Project across East and North Herts. *Partnered with various organisations to deliver services – statutory and voluntary. Have University placements. *Started to build partnerships to enable a strong community presence *All mayors visited in 2023/24. *Regularly meeting Hospice CEOs to continue to influence with one voice. *Introduced Workplace for staff, Monthly Message from Helen for Volunteers. This is in addition to Team Meetings and Quarterly Update Meetings that are recorded.	By 2026 we will have: *Increased perceived level of NHS funding due to offering services they value *Built a partnership with the University of Herts and other businesses *Partnered with other hospices to reduce costs for some projects *Improved internal communications following employee surveys



Achievements and Performance

The selected metrics listed below are illustrative of the scale and scope of the services provided. During 2023-2024, we embarked on a program of community engagement, working collaboratively with healthcare professionals across the region. This has improved awareness of hospice provision which has led to an 11% increase in the number of patients, family members and carers who accessed our services.

This year our clinical specialists significantly increased the number of face to face consultations from 1,532 to 2,494. The Hospice at Home team of registered nurses, paramedics and healthcare assistants supported 35% more patients. This has contributed to 93% of Isabel patients being able to die in their preferred place of death (PPD), up from 89%. We have also admitted more patients to our IPU this year, in part due to the opening of 2 further beds for a 3 month period.

Metric	March 2024	March 2023	March 2022	March 2021
Total people using our services	2,111	1,894	1,854	1,694
Patients	1,597	1,443	1,435	1,318
Family support clients*	747	648	564	488
Admissions to In-Patient Care	210	168	189	228
Patients cared for by Hospice at Home	424	315	357	359
Patients cared for by Clinical Specialists working in the community	1,303	1,215	1,233	1,115
Patients cared for at Living Well with Isabel (Day services)	349	316	274	231
Attendances at Living Well with Isabel sessions	2,144	2,641	2,701	1,715
Clients supported by Compassionate Communities	201	266	241	60
Cancer / other diagnosis	56%/44%	63%/37%	61%/39%	59%/41%
Average days from referral to death	131 days	160 days	142 days	133 days

*Family support clients – 382 were adult family members, 132 children and 233 patients.

(Further details of our services with activity, quality and performance data can be found in our annual Quality Account, prepared for NHS partners. Our Quality Account can be found on our website: <https://www.isabelhospice.org.uk/aboutus/impact-reports/>)



Clinical Quality Priorities for 2024-25

Our clinical strategic objectives are:

- Enable an outstanding patient journey
- Engage and integrate with the wider health and social economy
- Empower staff to deliver outstanding care
- Engage to enable and empower a compassionate community

Enable an outstanding patient journey

Consider how we can support more patients in our IPU

Each winter there is extra pressure on already stretched healthcare services. Patients remain in hospital for longer with increased bed days, poorer outcomes, and increased costs to the NHS.

Our IPU can accommodate 10 beds on a permanent basis with an increase in staffing establishment or for a fixed term period of 12 months. We are working with our Integrated Care Board and other healthcare partners to consider options to benefit all patients accessing care, support the flow of patients through urgent and acute care and reduce waiting lists.

Engage and integrate with the wider health and social economy

Develop service model to meet the needs of our community based on evidence data

We will aim to assess our current data and evaluate how our hospice services can effectively service the changing population needs of our Integrated Care System in Herts and West Essex and the wider community.

We anticipate that the demands on the health system are going to increase and the number of people requiring palliative care is going to increase substantially. We need to ensure that we understand our current and projected population so that we can plan our services and work collaboratively with other care providers to ensure all patients living with a life limiting illness can access and transition between appropriate services effectively.

Empower staff to deliver outstanding care

Embed rehabilitative palliative care and patient goals achieved within Outcomes and Assessment Collaborative (OACC) framework

Rehabilitative palliative care is centred on patients' personal goals and provides a culture of enablement, through which the multidisciplinary hospice team support patients to achieve their priorities. It optimises choice, independence, autonomy and dignity.

Rehabilitative palliative care has the potential to:

- Reduce disability and improve quality of life
- Reduce dependence, both on families, hospices and health and social care services.
- Reduce the need for hospital admission.
- Support earlier discharge from hospital or hospice services.
- Decrease or delay the need for admission to nursing homes

We will ensure that patients are given the opportunity to work with our staff to develop their goals and embed a rehabilitative approach to achieve those goals. Progress will be measured regularly through audit.



Engage to enable and empower a compassionate community

Art based approach to improve end of life care conversations and Advance Care Planning (ACP) by people experiencing homelessness

People who are experiencing homelessness and who have a palliative care need may face additional barriers which prevent them from accessing appropriate end of life care.

We have applied for and been approved funding, for a community programme to deliver a 'no barriers here' workshop. This will be taken forward in collaboration with YMCA in Hatfield. We will run 3 workshops for 16 residents and provide the opportunity to explore their end of life wishes through advance care planning using an art based approach.

The workshops will take place in their hostel and be attended by one of our Clinical Community Specialists which we hope will provide an introduction to hospice services.



Fundraising

Fundraising Achievements 2023-24

We are extremely grateful for all the financial support that we have received from our community during this period. Whilst embedding a new team and initiatives we have seen some incredible successes through this reporting period:

- We increased overall voluntary income, excluding legacies, by 29%.
- Individual giving saw a growth of 31% compared to 2022/23.
- In memory giving has grown significantly showing a 50% increase compared to 2022/23.
- Trusts & Foundations unrestricted grants have seen growth of 28% compared to 2022/23.
- Corporate donations saw growth of 15% compared to 2022/23.
- Gift Aid tax recovery grew by 80% compared to 2022/23.

Legacy income increased by 19% to £2.1m.

Income from fundraising events fell by 17%, as department resources were refocused in line with the strategy.

We recruited and embedded a new and energetic fundraising team and our volunteers helped us to maximise all opportunities.

We are grateful for the continued support that we receive from the Special Events Committee & Isabel Friends committee and our other long-term volunteers

Fundraising Objectives 2024-25

With the current landscape as it is our main objective is around growing supporters through our database with a focus on reactivating, attrition and retention

To gain a further insight into our demographics and their want/need to give. Utilising this knowledge to initiate new campaigns and activities to maximise growth.

Our key objectives for the year will be to:

- Raise £2.1m through fundraising activities
- Raise £1.3m through legacies
- Continue new streamlined fundraising activities and initiatives
- Improve supporter care to reach and engage with existing & new supporters.



Retail / Charity Shops

Retail Achievements 2023-24

The Retail/Charity shop business is overseen by the Board of Isabel Hospice Trading Limited, a wholly owned subsidiary of the Charity. We are extremely grateful for all the support that we have received from our community during 2023-24, including those who donated goods to us and those who purchased items in our stores and online.

We finished the year in a strong position with £2.9m income being raised (2022-2023: £2.6m), which exceeded budget by £136k. After expenditure, Isabel Hospice Trading Limited was able to contribute £58k to Isabel Hospice Limited as well as the £133k gift aid claimed on donations of items to be sold in the shops.

We have also finally been able to put a monetary figure against the social value that our shops bring to the local community. In 2023, our shops played a pivotal role in improving people's lives and wellbeing:

- £83,149,192 of social value was generated across our shops
- For every pound spent in our shops, £11.76 of social value was generated
- Almost half of the social value was linked to giving back to others and the planet
- The highest social value came from volunteers, totalling £3,177 per person

We also achieved the following:

- We continued the success of our sustainability initiative Tonnes of Care, which now has 45 local businesses and partners contributing bags of donations and preventing items from going into landfill. This initiative won the Make a Difference Green Award with BBC Three Counties in September 2023, as well as being finalists for the One Welwyn Hatfield Awards
- Our E Commerce department grows from strength to strength, now with over 30,000 followers and winner of the eBay Green Award (national competition)
- We opened a new high end Womenswear Boutique in Welwyn Village with positive feedback from the local community who have been delighted with our preloved clothing offer
- We increased sales of bought In goods from £56k last year to £122k, mainly driven by greetings cards and seasonal ranges for both summer and Christmas
- We introduced kilo clothing and bric-a-brac sales, a new way for our customers to purchase bags by the kilo for only £7

Our efforts were hampered by factors which affected our overall expenditure:

- We continue to struggle with volunteer recruitment
- Whilst the volume of donations have increased, the quality has deteriorated meaning we have to work harder to sell more items in order to generate the same income
- We have outgrown our current premises for central retail operations which has meant leasing another property as a short term measure
- Rent reviews across our retail estate have caused increases in expenditure



Retail Objectives 2024-25

The retail landscape is challenging across the sector, both in nonprofit and commercial sectors, with rising utility rates and premises costs coinciding with declining footfall and creating a more unpredictable market. However, we remain optimistic at Isabel Hospice and have opened a new shop in Bishop's Stortford that offers a great mixture of preloved clothing, accessories and homeware. It also includes a clearance section to support the cost-of-living increase affecting our customers.

Over the next year, there are plans to open additional new shops within our area as well as launching our new transactional website so customers are given wider and more convenient access to our unique preloved offer.

We will be focusing on generating good quality donations to sustain our growth plans and we will be requesting support from corporate partners and the generous public in order to do this, so we can continue to raise more income for our vital services whilst also promoting the circular economy and sustainable shopping.

We will also work closely with the People Team at Isabel Hospice to increase the number of volunteers who can support our operation, offering micro volunteering as well as longer term opportunities. We will continue to raise the profile of our retail activity. We will continue to celebrate the social value that our retail operations bring with the related benefits to our community, including donors, customers, volunteers and staff.



Our People

Our people, both staff and volunteers are our greatest resource. We aim to support the development of a skilled, focussed, high performing and committed workforce of staff and volunteers. In 2023-24 we employed 239 staff (160 Whole Time Equivalent (WTE)). We benefit from the commitment of our 645 active volunteers which is an increase of 23% from the number of volunteers in 2022-23.

During 2023-2024 it was estimated that 645 volunteers gave 101,400 hours of their time during the year. This equates to £1,049,680 of time (based on national living wage). We are immensely proud of the support provided to the Hospice by our highly valued team of volunteers who give their time and expertise to the Hospice in a wide variety of areas including administration, retail activities, patient services and fundraising. The Board of Trustees would like to thank all volunteers for continuing to support Isabel Hospice.

Work that has been taken forward by the Isabel Hospice People Team is described below.

Staff and volunteer engagement survey

The fifth "Birdsong Survey" is being completed in May 2024. The key areas of focus are the following:

- Communication between teams
- Environment and sustainability
- Processes
- Staff well-being

Additionally, of particular interest when reviewing the data for this survey will be the following:

- Perception of the Hospice Leadership Teams and the Board
- Pay and rewards
- Confidence that the Hospice uses supporters' donations effectively

The results will be reported back to the Board in September 2024 and a review of our approach to Staff and Volunteers surveys will also be conducted, to ensure best fit for Isabel Hospice and maximum value added.

Build the diversity of our people

We are keen to ensure that our staff and volunteers reflect the community that we serve and that we celebrate diversity and are inclusive. During 2023-24 we undertook the following activities for Equality, Diversity & Inclusion (EDI):

- We developed an EDI Strategy.
- The EDI Forum is now well established and has active remit and action plan.
- Ongoing EDI actions are wide ranging and include celebration of diverse groups in the Hospice.
- An EDI Trustee Champion has been established.
- We reviewed recruitment/selection process and website to support inclusion and diversity.
- We ensured that allyship training was made available to staff.
- We provided training for clinical staff in managing patients for differing backgrounds and communities



Additional projects undertaken in 2023-2024

These included:

- The rollout of an electronic HR management system for staff and volunteers.
- Improving recruitment across the Hospice, particularly in skills shortage areas
- Increasing volunteer numbers across the Hospice, achieving a 23% increase

Objectives for 2024-2025

These include:

- Rolling out a new electronic staff recruitment, selection and onboarding system. Evaluating the impact of this on efficiencies.
- Supporting the move to the new Head Office building.
- Exploring how Learning and Development may offer more for income generation in context of new building etc.
- Engaging with different demographics to meet significant increase in retail volunteer requirements



Financial Review

The financial statements for the year ended 31 March 2024 comprise the results for the Charity and its wholly owned subsidiary Isabel Hospice Trading Ltd.

The consolidated charity results show a 12% increase in income in the 2023-24 financial year. Income was £9.4m, and the net surplus was £302,000.

Reserves grew by 4% during the 2023-24 financial year. The charity has designated certain reserves to support future growth.

Income

Total consolidated gross income for the year (excluding gains and losses on the investment portfolio) increased by £970,000 (+ 12%) to £9.4m (2022-23: £8.4m).

Income from fundraising donations and recognised legacies was up 23% to £3.4m (2022-23: £2.8m). The principal drivers were:

- Legacy income increased by 19% to £2.1m.
- In memory donations grew by 50% to £342,000.
- Gift Aid tax recovery was 80% higher at £160,000, following a documentation and process review.

Income from Charitable Activities which includes NHS and investment income, was up 4% to £2.3m (2022-23: £2.2m). The principal driver was a 7% increase in NHS grants due to successful applications related to clinical services. The core palliative care grant rose by less than inflation.

Income from Other Trading Activities increased by 7% to £3.6m (2022-23: £3.4m). The principal drivers were:

- A 12% growth in charity shop income to £3.0m (2022-23: £2.7m)
- A 17% reduction in fundraising event income to £406,000 (2022-23: £488,000).

In the future, the focus of the Charity's income generation strategy will be to develop fundraising and retail income, as well as identifying alternative sources of income, in response to the likely reduction in NHS income in real terms.

Costs

Total consolidated costs increased by £1.2m (+16%) to £9.2m (2022-23: £7.9m). Within this figure, salary costs rose by £1.0m (+19%), and other costs rose by £231,000 (+9%).

The higher salary costs were principally due to:

- A 6% pay increase that was paid in October 2023.
- The increase in total retail salary costs (£350,000) due to the opening of new shops and the introduction of evening and weekend shifts at ecommerce activities.
- The increase in fundraising salary costs (£135,000) due to the restructuring and strategic investment in the team.
- The increase in community clinical salaries (£300,000) due to new, funded clinical services, and investment in the community team.



Balance Sheet

At 31 March 2024, the Group held net assets of £8.7m (2022-23: £8.4m). Comparing to the balance sheet at 31 March 2023:

- Fixed tangible assets rose by £2.9m to £5.8m (2022-23: £2.9m) following the purchase of the freehold of a building in Welwyn Garden City. The building was purchased in January 2024 and cost £3.0m.
- Investments fell by £1.4m to £843,000 (2022-23: £2.2m) due to sales of investments to fund the property purchase.
- Cash balances fell by £919,000 to £1.6m (2022-23: £2.5m) due to the use of financial resources to fund the property purchase.
- Net current assets fell by £1.2m to £2.2m (2022-23: £3.4m), due to the reduction in cash balances.

Reserves

Total consolidated funds at 31 March 2024 were £8.7m. (2022-23: £8.4m).

Unrestricted consolidated funds totalled £7.8m (2022-23: £7.0m). Unrestricted funds include £7.8m of designated funds (2022-23: £6.9m). The designated reserves comprise:

- a fixed asset reserve fund to cover the replacement of operating assets;
- a risk reserve fund to allow the charity to respond to fluctuations in income;
- a legacy reserve fund to ensure that legacy receipts are used to support long term charity growth; and
- a building reserve fund to provide funding for future building projects, most notably the planned rebuilding and refurbishment of the in-patient building.

Restricted consolidated funds fell to £56,000 (2022-23: £611,000) following the reclassification of a restricted fund. Restricted income comprises funds received from donors for specific purposes, where the funds are not available for general charity purposes. The balance at the year end comprises the portion of the restricted donations which remains to be spent.

Endowment funds remained stable at £836,000.

Risk Reserves

The Trustees have chosen to adopt a risk-based approach to income streams in setting a target level for risk reserves, assessing the amount of each income stream which could be at risk in any one year. This approach combines with our review of strategic risks to mitigate many of the funding risks identified. An element of this work is to specifically recognize the risks associated with planned growth and the development of new income streams.

Following a review of the charity's risk reserve policy and projected income streams the Trustees set a target of £1.1m to manage the risk of potential fluctuations or underperformance in key income streams. Following the strong financial performance in its financial results for the 2023-24 financial year, the charity has maintained its risk reserve fund at £1.1m.

Working Capital and Cashflow

The Trustees of Isabel Hospice recognise the importance of managing cashflow to ensure that the charity can meet its financial responsibilities as they become due.

The charity produces a cashflow forecast and monitors the cashflow position regularly to ensure that operations are financially sustainable. At 31 March 2024, the cash position compared to 31 March 2023 had reduced by £919,000 to £1.6m, providing over 2 months' cover for operational working capital requirements. The charity will continue to target 3 months' cover of operational costs.



Going Concern

The Trustees of Isabel Hospice have received and reviewed five-year financial projections based on assumptions for income, costs, cashflow, reserves and property investment plans. The projections indicate that Isabel Hospice will continue to trade as a going concern for the foreseeable future.

Income: While the outlook for NHS grants remains difficult, with no real increase in NHS funding expected, the Hospice has decided to invest in other sources of income:

- There has been a strategic review of fundraising activities and investment in the team.
- The chain of charity shops continues to grow, in both the bricks and clicks categories.
- Additional income sources are being investigated and will be implemented from 2024-25.

Costs: Nearly 70% of group costs are represented by salary costs. The group continues to review the services it provides, and the financial effectiveness of all its activities, in the context of its charitable objectives.

Cashflow: The group has a record of generating stable cashflow. Fundraising income is stable and growing, and the legacy pipeline is strong. The chain of charity shops generates reliable income. Costs are relatively predictable, given the high percentage of costs accounted for by salaries. Cashflow is monitored daily.

Reserves: The charity expects to report a deficit in 2024-25, returning to surplus in 2025-26. The Board has designated unrestricted funds to manage the future growth of the charity.

Property and Investment: In 2023, the charity made a strategic decision to invest in its property assets. The medium-term aim is to operate from 2 sites, a head office incorporating a retail warehouse, and a clinical site, housing the hospice beds, the community team, the day services team and all clinical staff. In 2024 it purchased a suitable building for the head office and retail warehouse, and when this project is complete, it will move to the refurbishment of the clinical site. The financial uncertainties regarding the timing of cashflow related to these projects is to be managed by taking out a bridging loan with the group's bankers. The projections include the cost of the loan as well as assumptions about the likely repayment date.

Conclusion: The Trustees have examined the assumptions in the plans and are confident that the projections are achievable. Taken together with the cashflow projections, the Trustees of Isabel Hospice have concluded that the Charity has:

- Sufficient working capital and sufficient reserves to continue to trade for the foreseeable future.
- No unmanaged material uncertainties which might impact the charity's ability to remain a going concern.



Key Risks and Uncertainties

Following best practice guidelines, Isabel Hospice constantly reviews all strategic and operational risks through risk registers. These are reviewed by management, Board sub-committees and Isabel Hospice Trading Board. High scoring operational risks and strategic risks are reviewed by the Board.

High level risks identified in 2023-24 were as follows:

Delivery of clinical services affected by shortages of clinical staff

There is a risk that the delivery of clinical services is reduced due to shortages of clinical staff due to sickness and vacancies, and difficulty in recruiting staff. To address recruitment and retention issues, we have increased remuneration packages for clinical staff so that they are equivalent to NHS Agenda for Change rates. To address staff provision in our community teams we have invested in the teams and appointed paramedics to our Hospice at Home team.

Reduced Income leading to a lack of financial sustainability

Reduced income includes fluctuations in fundraising income (including legacy income), partly due to rising inflation and cost of living and retail contribution to the Charity. It also includes the risks we face from a changing NHS commissioning landscape. While challenging, this situation presents us with an opportunity to work more closely with partners and with other local hospices in the development of palliative and end of life care for a larger population. To address the risk of reduced income, we are continuing to develop a diverse fundraising portfolio, developing a programme of legacy stewardship, looking at ways of increasing donations of goods and income in our shops and identifying alternative income streams.

Property and investment

At the time of writing this report, the Hospice has purchased and is engaged in refurbishing the new head office building. This work is to be funded by a loan. The loan will be repaid from the proceeds of the sale of the existing head office. The time over which funding is required is open ended, pending the sale of the existing building. The Hospice is confident that it has the resources to effectively manage its property interests and has recognised the financial risks around the funding costs in the bridging period and the uncertainties around the realisable value of the current head office building.

Cyber security

Hospice management is aware of the risks of a breach of cyber security, and the threats this would pose to Hospice activities and patient data. The Hospice has implemented recommended controls including multifactor authentication, restrictions on the use of staff own devices, and education for all staff in information governance and recognising cyber threats. The Hospice is in the process of completing the Cyber Essentials certification to provide further assurance that the risk is being managed.



Structure, Governance and Management

Isabel Hospice Limited is a registered charity, a company limited by guarantee and is governed by its memorandum and articles of association. The group includes a wholly owned subsidiary company, Isabel Hospice Trading Limited, through which its retail trading activities are carried out. From 2024-25, the group will include an additional wholly owned subsidiary company, IHL Services Limited, through which other commercial services will be provided.

The Charity works in partnership with local GPs, the Hertfordshire and West Essex Integrated Care Board, local NHS hospitals, residential nursing and care homes and many other health care providers to ensure the highest quality care and support for our patients and their families.

The Board of Trustees normally operates a quarterly meeting cycle with sub committees meeting in the weeks before the main Board meeting. The sub committees have specific Terms of Reference which include oversight of key areas of the Charity's work. These are:

- Finance and Risk
- Clinical Quality and Safety
- People
- Fundraising and Marketing

The retail operations are governed separately by the Board of Directors of our trading company, Isabel Hospice Trading Ltd. All directors are Trustees.

Board Performance

The Board aims to continuously improve its effectiveness. At the end of each meeting there is a reflection on what went well and what could have gone better.

Trustee Recruitment

Two Trustees were appointed during 2023-24. Three Trustees resigned from the Board.

The recruitment of Trustees follows a robust process, as follows:

- the Board's existing skillset is reviewed and any additional expertise required by the Board is identified.
- new Trustees are sought using in a variety of methods, through formal recruitment websites, personal recommendations and other routes.
- Applicants for Trusteeship follow a rigorous HR process comprising interviews, selection, securing of references and finally appointment.

Trustee Induction and training

New Trustees follow a comprehensive induction programme, comprising face to face meetings with the directors and heads of department relating to their individual specialisation. Meetings are also arranged with directors of other departments to ensure the Trustee's understanding of the charity framework and Isabel Hospice's operational processes.

Trustees are expected to attend all Board meetings and sub committee meetings of which they are members. Isabel Hospice staff attend the Board and sub committee meetings and provide explanations and information as required. There is also a bi-annual strategy day to discuss themes in more detail.



Trustee Remuneration

Trustees' travel expenses are reimbursed if claimed. No Trustee was remunerated during the year and no Trustee had a beneficial interest in any contract with the Charity or its subsidiary during the year.

Trustee Liability

The liability of each Trustee, in the event of winding up, is limited to £10.

Executive Management

The Trustees delegate day-to-day management of the Charity to the Chief Executive and through that person to the Executive Team.

The following changes occurred to the Executive Team in 2022-23:

- **Director of Finance and Resources** - resigned August 2023
- **Interim Director of Finance and Resources** - appointed October 2023

Investment Policy

The Trustees have the power to make investments that are consistent with the aims and objectives of the Charity. Surplus resources are currently held in easy access accounts to furnish cash requirements and the Charity also maintains a longer term investment with Quilter Cheviot in a charity friendly scheme.

Fundraising Policy

The Trustees recognise that the Charity could not deliver its services without the support of the local community. It is the Charity's policy to form positive relationships with donors and it always seeks to adhere to high quality fundraising standards. The Charity does not accept donations from donors with interests that might conflict with the mission of the Charity.

Executive Remuneration

The Charity's approach to pay is consistent for our staff and the Executive team. Our policy is designed to enable us to attract, retain and motivate high performing Executive team members. It also aims to demonstrate to our stakeholders (particularly funders and service users) that our pay levels are set to support delivery of the Charity's aims and are an effective use of charitable funds.

The objectives of our pay policy are to:

- reward staff appropriately and enable the recruitment of a high calibre Executive Team
- ensure the proper use of the Charity's resources in accordance with its aims and within affordable limits based on the financial circumstances of the Charity
- be non-discriminatory, just and equitable in the evaluation of jobs and their remuneration by providing a stable framework for the remuneration of the Executive team
- operate within the law
- pay at a competitive level taking account of external market rates, with the aim being to set pay at the median level or above for comparable posts in the voluntary sector, subject to the Charity's financial position.

The Charity publishes the salary of its key management personnel within its annual report. The number of



staff paid over £60,000 is also published in accordance with the Charity accounting requirements.

Executive pay is reviewed on an annual basis by the People Committee and is subject to approval by the Board of Trustees, which is responsible for ensuring proper application of our pay policy.



Fundraising Procedures Disclosure

Isabel Hospice Accounts to 31 March 2024 - Our Approach to Fundraising

Isabel Hospice is registered with the Fundraising Regulator. Our income is generated predominately thanks to the support of our community, including legacies, gifts in memory of family members who have died in our care, regular donations, our lottery, and individual fundraisers raising income at our or their own events.

Fundraising Practices

As part of our commitment to best practice, Isabel Hospice adheres to the fundraising Codes of Practice set by the Fundraising Regulator and the Institute of Fundraising. We aim to ensure that our fundraising is respectful, open, honest and accountable to the public.

The Charity undertakes to react to and investigate any complaints regarding its fundraising activities and to learn from them and improve its services. During the year, the Charity received four complaints about its fundraising activities.

We have a transparent policy regarding fundraising with vulnerable individuals. This fundraising policy states all the steps that should be followed to protect vulnerable people who offer support to the Charity, ensuring that they have the relevant capacity to enable them to make the decision to donate.

Fundraising Practices Review

All fundraising practices are framed within the values and principles of Isabel Hospice. Where expenditure is required to generate income, there is an analysis of the return on investment to ensure the Charity is able to make informed decisions regarding activities.

The fundraising team comprises Isabel Hospice staff and volunteers. The Charity only uses third party fundraising organisations following significant levels of due diligence and regulatory checks.

Where we partner with corporates, due diligence is conducted and the amount of time and effort we need to put in versus the income we would likely receive is assessed. Clear parameters and responsibilities are then agreed between partners.

We ensure that we operate in line with the GDPR data protection regulations and all other relevant codes of conduct.

Fundraising Strategy and Plan

Our fundraising strategy and plan is reviewed and approved by the Trustees annually. Isabel Hospice is the brand name for our fundraising activities.

Supporters of Isabel Hospice are a key element in the fundraising activities and we are committed to employing a transparent and ethical approach to all our fundraising activities.



To ensure funds continue to be available to support the work of the Hospice, we maintain a broad base of funding sources. Isabel Hospice does not pressure supporters to make gifts and respects decisions to stop giving. The regulatory landscape for fundraising is evolving and we will continue to monitor and adapt with these changes. When we work with suppliers and agencies we ensure that they are fully registered with all the appropriate regulatory bodies, reviewing all their relevant policies as part of our robust procurement due-diligence. We monitor and record any complaints resulting from our fundraising practices, and an annual report is provided to our Fundraising Committee.

Fundraising, Communications and Marketing

Most voluntary income comes from the following sources: Legacies, Donations in Memoriam, Trusts, Events and Lottery Income.

Regulation

Isabel Hospice, which is registered with the Fundraising Regulator, follows the Regulator's Code of Fundraising Practice and abides by its Fundraising Promise. Three members of the Fundraising Team are members of the Institute of Fundraising.

Supporters have the option to request no further mailings and we abide by such requests immediately.

Individuals

Legacies account for a substantial proportion of Isabel Hospice's voluntary income. Legacy income is hard to predict, but the Charity aims to provide good service and utilise good publicity to enhance this source of income.

Donations in Memoriam

We continued to receive support from individuals and their families who support Isabel Hospice in memory of their loved ones who were cared for by the Hospice.

Events

We organise fundraising events each year in order to provide charitable income and to enhance supporter engagement.

Lottery

Our lottery continues to be well supported and continues to generate significant income for the Hospice.

Communications and Marketing Work

The Charity works closely with others to market Isabel Hospice's services. In 2023/24, we developed and widely implemented a new visual identity, comprising multiple newspaper articles, advertising, newsletters and our digital social media presence on Twitter, Instagram and Facebook.



Legal Framework and Statement of Trustees' Responsibilities

The Trustees (who are also Directors of Isabel Hospice Limited in company law) are responsible for preparing the Trustees' Annual Report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and Statements of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information, that the information is accurate and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the Charity guarantee to contribute an amount not exceeding £10 to the assets of the Charity in the event of winding up. The total number of such guarantees at 31 March 2024 was 11 (2023: 12). The Trustees are members of the Charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the Charity.



Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year.

The Trustees annual report which includes the strategic report has been approved by the Trustees on 4th September 2024 and signed on their behalf by:

Terry Philpott
Chair of Trustees



Reference and Administrative Information

Trustees:

The Trustees are also members and directors of the Company

T Philpott (Chair)
I Williams (Vice Chair)
O Cholak
R Chrome
M Cottrell
S Fuell
I Ellis
C Jackson (appointed April 2023)
J Mills (appointed July 2023)
D Perry
J Quinn (resigned December 2023)
S Reddy (resigned June 2023)
A Reeve (resigned December 2023)
L Sale (appointed August 2024)
D Shirley

Secretary:

H Glenister

Executive Team:

H Glenister – CEO
R Keegan – Director of Finance and Resources (to August 2024)
C Miles – Interim Director of Finance and Resources (appointed October 2023)
A Kilduff - Director of Clinical Services
L Hopley - People Director
N Gilbert - Director of Income Generation and Marketing

Registered Office:

61 Bridge Road East Welwyn Garden City Hertfordshire
AL7 1JR

Registered Number:

03056823

Country of Incorporation:

(England and Wales) United Kingdom

Charity Registered Number:

1046826

Country of Registration:

England and Wales

Auditors:

Sayer Vincent
Sayer Vincent LLP
110 Golden Lane London EC1Y 0TG

Principal Bankers:

The Co-operative Bank
St Paul's House 10 Warwick Lane
London
EC4M 7BP

Solicitors:

Crane & Staples Solicitors
Longcroft House
Fretherne Road
Welwyn Garden City
Hertfordshire AL8 6TU

Investment managers:

Quilter Cheviot
Senator House
85 Queen Victoria Street
London, EC4V 4AB



Independent Auditor's Report

Opinion

We have audited the financial statements of Isabel Hospice Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Isabel Hospice Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of



this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The Trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the Trustees' annual report, the Trustees (who are also the Directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.



Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

23 October 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006



Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2024

	Note	2024					2023				
		Unrestricted £'000	Legacy Reserve £'000	Restricted £'000	Endowment £'000	Total £'000	Unrestricted £'000	Legacy Reserve	Restricted £'000	Endowment £'000	Total £'000
Income from:											
Donations and legacies	2	2,391	801	231	-	3,423	2,058	595	138	-	2,791
Charitable activities	3	2,323	-	-	-	2,323	2,223	-	-	-	2,223
Other trading activities	4	3,637	-	-	-	3,637	3,399	-	-	-	3,399
Total income		8,351	801	231	-	9,383	7,680	595	138	-	8,413
Expenditure on:											
Raising funds	5	3,946	-	4	-	3,950	3,220	-	-	-	3,220
Charitable activities		5,054	-	189	-	5,243	4,445	-	269	-	4,713
Total expenditure	5	9,000	-	193	-	9,193	7,665	-	269	-	7,934
Net income / (expenditure)		(649)	801	38	-	190	15	595	(131)	-	480
Transfers between funds		593	-	(593)	-	-	-	-	-	-	-
Net expenditure before other recognised gains and losses		(56)	801	(555)	-	190	15	595	(131)	-	480
Gains / (losses) on investments		112	-	-	-	112	(206)	-	-	-	(206)
Net movement in funds		56	801	(555)	-	302	(190)	595	(131)	-	274
Reconciliation of funds:											
Total funds brought forward		6,373	595	611	836	8,415	6,563	-	742	836	8,141
Total funds carried forward		6,429	1,396	56	836	8,717	6,373	595	611	836	8,415

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 20.

Balance sheet

Company no. 03056823

As at 31 March 2024

		The group		The charity	
	Note	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Fixed assets:					
Tangible assets	10	5,795	2,885	5,672	2,770
Investments	11	843	2,231	843	2,231
		6,638	5,115	6,515	5,001
Current assets:					
Stock		70	81	-	-
Debtors	12	1,701	867	1,908	1,247
Short term deposits		-	500	-	500
Cash at bank and in hand		1,571	2,490	1,191	1,977
		3,342	3,939	3,099	3,724
Liabilities:					
Creditors: amounts falling due within one year	13	1,158	555	964	378
Net current assets		2,184	3,384	2,135	3,346
Total assets less current liabilities		8,822	8,499	8,650	8,347
Provisions for liabilities	14	105	84	25	26
Total net assets		8,717	8,415	8,625	8,321
Funds:	20				
Unrestricted income funds:					
General funds		29	94	50	-
Designated funds		7,796	6,874	7,683	6,874
Total unrestricted funds		7,825	6,968	7,733	6,874
Endowment funds		836	836	836	836
Restricted funds		56	611	56	611
Total funds		8,717	8,415	8,625	8,321

Approved by the trustees on 4 September 2024 and signed on their behalf by

Terry Philpott
Chair of Trustees

Consolidated statement of cash flows

For the year ended 31 March 2024

	2024 £	£	2023 £	£
Cash flows from operating activities		246		390
Cash flows from investing activities:				
Purchase of property, plant and equipment	(3,165)		(28)	
Proceeds from disposal of property, plant and equipment	-		2	
Movement on short term deposits	500		(151)	
Proceeds from the sale of investments	1,500		-	
Net cash (used in) investing activities		(1,165)		(177)
Change in cash and cash equivalents in the year		(919)		213
Cash and cash equivalents at the beginning of the year		2,490		2,276
Cash and cash equivalents at the end of the year		1,571		2,490

Notes to the cash flow statement

Reconciliation of net income to net cash flow from operating activities

	2024 £'000	2023 £'000
Net income (expenditure) (as per statement of financial activities)	302	274
Adjustments for:		
Depreciation charges	255	242
(Gains)/losses on investments	(112)	206
Decrease /(Increase) in stocks	11	(75)
(Increase)/Decrease in debtors	(834)	12
Increase/(Decrease) in creditors	603	(294)
Increase in provisions	21	25
Net cash provided by operating activities	246	390

1 Accounting policies

a) Statutory information

Isabel Hospice is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is 61 Bridge Road East, Welwyn Garden City, Hertfordshire, AL7 1JR.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charitable company and its subsidiary Isabel Hospice Trading Limited on a line by line basis. The trading company is limited by guarantee and is therefore not owned by the charity. Nonetheless its results have been consolidated as it trades for the benefit of the charity and the two companies are managed on a unified basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The Charity had another good financial year in 2023-24 and continued to build up reserves, recording a surplus of £329,000 for the financial year. This result was considerably better than the budgeted loss of £221,000.

Operational Outlook: the outlook for NHS funding remains difficult, and Isabel Hospice is not expecting to see an increase in NHS grants in 2024-25. The charity is therefore looking at alternative sources of income. Investment has been made in fundraising activities, to build on the strong local support which the Hospice enjoys, and additional alternative income streams are also being explored. The retail chain of shops continues to generate income, although the quality of donations appears to be falling, and this will impact on sales. Nearly 70% of the Hospice's costs are salary costs, which are expected to rise annually in line with national cost of living increases. The charity is therefore looking creatively at the services it provides, to ensure that it delivers its charitable objectives efficiently, considering the needs of its beneficiaries. The Hospice has no plans to cut services in the foreseeable future.

Property Outlook: In January 2024, the Charity acquired a property, 99 Bridge Road East, Welwyn Garden City. The property will be used as the head office for Isabel Hospice limited and Isabel Hospice Trading limited, and will provide an extensive retail warehouse, after refurbishment. Isabel Hospice expects to relocate to 99 Bridge Road East in September / October 2024. Following the relocation, the charity plans to sell its existing head office, Milan House. The charity plans to take out a bridging loan to cover the period leading to the sale of Milan House.

Going Concern Conclusion: The Board of Trustees has received and reviewed five year financial projections based on realistic expectations of income and costs. The projections foresee a deficit in 2024-25, when the charity will face refurbishment and financing costs for the new building, with a return to positive cash flow generation after Milan House is sold, and a return to operational breakeven in 2026-27. The Board, after interrogating the projections, is satisfied that the Charity has:

1. sufficient working capital and sufficient reserves to continue to trade for this period
2. no unmanaged material uncertainties impacting the Charity's ability to remain a going concern for the coming 12 months from the date of this report.

1 Accounting policies (continued)

e) Income

Income (which excludes VAT) is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or when the donor has specified that the income is to be expended in a future period.

1. Clothing and other items donated for resale are included as incoming resources when they are sold.
2. Facilities, services and assets donated for use by the Charity are recognised as incoming resources, at their value to the Charity, when receivable. No amounts are included in the financial statements for the very substantial assistance provided by volunteers.
3. Income from the lottery is recognised as members participate in draws.
4. For legacies, entitlement is taken as the earliest of the dates on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.
5. Income from fundraising events organised by the Charity centrally are recognised when funds are received.
6. Income from charitable activities comes from service contracts and grants and is subject to specific performance conditions. Such income is recognised as it is earned.
7. Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Legacy reserves were set up to ensure that exceptional legacies receive over budget are targeted to projects to improve the hospice.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Endowment fund is an expendable endowment arising from a legacy to the Hospice. The legacy gives the trustees discretionary powers to use the endowment to fund capital projects. Any income from the endowment is unrestricted and may be used for the general purposes of the charity.

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of medical, in-patient care and community care undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities based on direct costs attributable to each activity.

- | | |
|--------------------|-----|
| ● Medical | 2% |
| ● In-patient care | 21% |
| ● Community care | 18% |
| ● Support services | 16% |
| ● Raising funds | 43% |

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|--|---|
| ● Short Leasehold Property | on a straight- line basis over the shorter of duration of the lease and useful economic life. |
| ● Plant, Machinery equipment and vehicles. | at varying rates between 10% and 33% on cost. |

The group's policy is to revalue freehold and long leasehold shops periodically so that their carrying value in the accounts represents market value. The gains and losses arising from these revaluations are unrealised and are disclosed separately in the SOFA.

The group's policy is to depreciate revalued properties over a period not exceeding fifty years but, as the residual values of the properties is very high, the cumulative charge for depreciation is immaterial and therefore no charge is included in these accounts.

The group does not revalue freehold properties used for direct charitable purposes. These buildings (but not land), and related improvements, are depreciated over their estimated useful lives, which have been assessed to vary between ten and fifty years.

m) Investments in subsidiaries

Investments in subsidiaries are at cost.

n) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)**o) Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. In general, cost is determined on a first in first out basis and includes transport and handling costs. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

p) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

q) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

r) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

s) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

t) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

u) Pensions

The group contributes to a number of defined contribution pension schemes and to the NHS pension scheme.

The NHS pension scheme is a multi-employer defined benefit scheme and the assets of the scheme are held separately from those of the charities in an independently administered fund. The Charity is unable to identify its share of this scheme's assets and liabilities and is therefore, as permitted by FRS 102, treated as if it were a defined contribution pension scheme. Pension contributions payable for the year to the various pension schemes are charged to the SOFA.

2 Income from donations and legacies

	Unrestricted £'000	Restricted £'000	2024 Total £'000	Unrestricted £'000	Restricted £'000	2023 Total £'000
Legacies	2,101	-	2,101	1,765	-	1,765
Donations in memoriam	341	-	341	227	-	227
Other donations	750	231	981	661	138	799
	3,192	231	3,423	2,653	138	2,791

Contingent assets, relating to legacies which have been notified but do not yet meet the income recognition criteria detailed in note 1 of the financial statements, amount to £1,129,911 (2023: £11,000).

Notes to the financial statements

For the year ended 31 March 2024

3 Income from charitable activities

	Unrestricted £'000	Restricted £'000	2024 Total £'000	Unrestricted £'000	Restricted £'000	2023 Total £'000
Main CCG contract	2,088	-	2,088	1,969	-	1,969
Other NHS income	36	-	36	30	-	30
Provision of staff and sundry other income	199	-	199	224	-	224
	2,323	-	2,323	2,223	-	2,223

4 Income from other trading activities

	Unrestricted £'000	Restricted £'000	2024 Total £'000	Unrestricted £'000	Restricted £'000	2023 Total £'000
Fundraising events	406	-	406	488	-	488
Charity shop income	2,987	-	2,987	2,672	-	2,672
Lottery income	244	-	244	235	-	235
Retail, Hospitality and Leisure Government	-	-	-	3	-	3
	3,637	-	3,637	3,399	-	3,399

Notes to the financial statements

For the year ended 31 March 2024

5a Analysis of expenditure (current year)

	Charitable activities						2024 Total £'000	2023 Total £'000
	Raising funds £'000	Medical £'000	In-Patient Care £'000	Community Care £'000	Central costs £'000	Governance costs £'000	Support costs £'000	
Staff Costs	2069	246	1123	1391	601	-	823	5,246
Other Staff costs	29	18	90	25	109	-	36	234
Premises	635	-	212	83	7	-	93	990
Shop expenses	304	-	-	-	-	-	-	244
Transport	13	-	-	-	-	-	-	17
Event costs	42	-	-	-	-	-	-	-
Clinical Supplies	-	-	101	4	-	-	-	87
Catering	-	-	100	-	-	-	-	98
Other Costs	247	4	82	17	227	-	425	975
Audit and Accounts preparation fees	-	-	-	-	-	37	-	42
	3,339	268	1,708	1,520	944	37	1,377	7,934
Support costs	595	20	293	250	219	-	(1,377)	-
Governance costs	16	1	8	6	6	(37)	-	-
Total expenditure 2024	3,950	289	2,009	1,776	1,169	-	-	
Total expenditure 2023	3,220	264	1,906	1,501	1,042	-	-	7,934

5b Analysis of expenditure (prior year)

	Charitable activities						2023 Total
	Raising funds	Medical	In-Patient Care	Community Care	Central costs	Governance costs	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff Costs	1,575	209	1,053	1,081	363	-	5,246
Other Staff costs	25	15	60	24	38	-	234
Premises	570	-	213	108	-	-	990
Shop expenses	244	-	-	-	-	-	244
Transport	17	-	-	-	-	-	17
Event costs	-	-	-	-	-	-	-
Clinical Supplies	-	-	87	-	-	-	87
Catering	-	-	98	-	-	-	98
Other Costs	289	3	96	39	479	-	975
Audit and Accounts preparation fees	-	-	-	-	-	42	42
	2,721	227	1,607	1,252	880	42	7,934
Support costs	482	36	289	241	157	-	-
Governance costs	17	1	10	8	5	(42)	-
Total expenditure 2023	3,220	264	1,906	1,501	1,042	-	7,934

Notes to the financial statements

For the year ended 31 March 2024

6 Net income / (expenditure)

This is stated after charging:

	2024 £'000	2023 £'000
Depreciation - owned assets	255	242
Operating leases - rent	389	342
Auditor's remuneration (excluding VAT):		
Statutory audit	27	25
Non-audit services	3	7
	674	616

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £'000	2023 £'000
Salaries and wages	5,437	4,547
Redundancy and termination costs	23	8
Social security costs	471	413
Pension contributions	322	277
	6,253	5,246

The average number of employees, including part-time staff, analysed by function was:

	FTE 2024 No:	Headcount 2024 No:	FTE 2023 No:	Headcount 2023 No:
Charitable activities				
Medical	2	4	2	4
In-Patient Care	26	43	23	40
Community Care	27	37	24	34
Other Patient Services	10	14	10	14
Total	65	98	59	92
Costs of raising funds				
Fundraising	14	16	12	14
Charity shops	58	96	45	78
Support Services	23	29	18	22
Total	95	141	75	114

The number of employees whose total employee benefits (excluding employer pension costs) for the reporting period fell within each band of £10,000 from £60,000 upwards was:

	2024 No.	2023 No.
£60,000 - £69,999	3	3
£70,000 - £79,999	2	4
£80,000 - £89,999	2	-
£90,000 - £99,999	-	-
£100,000 - £109,999	-	-

Total employee benefits (including pension contributions and employer's national insurance) received by key management personnel amounted to £418,988 (2023: £485,947).

8 **Trustee remuneration and related party transactions**

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2023: £nil) incurred by nil (2023: nil) members relating to attendance at meetings of the trustees.

Two close family members of Hospice key management personnel were employed by the Hospice, appointed to posts and with employment terms that fall within the Hospice's approved staff establishment (2023: 1 close family member). The employment costs of these two individuals was £45,795 (2023: £6,943)

The aggregate value of all unrestricted donations from related parties (excluding the gift aid receivable from Isabel Hospice Limited) amounted to £nil (2023 £nil).

9 **Taxation**

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Isabel Hospice Trading distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2024	2023
	£'000	£'000
UK corporation tax at 19%	-	-

10 Tangible fixed assets

	Freehold property £'000	Short leasehold property £'000	Plant machinery equipment and vehicles £'000	Total £'000
The group				
Cost or valuation				
At the start of the year	3,770	789	342	4,901
Additions in year	3,000	32	133	3,165
At the end of the year	6,770	821	475	8,066
Depreciation				
At the start of the year	1,267	620	129	2,016
Charge for the year	88	29	138	255
At the end of the year	1,355	649	267	2,271
Net book value				
At the end of the year	5,415	172	208	5,795
At the start of the year	2,503	169	213	2,885

In January 2024, Isabel Hospice Limited bought the freehold of 99 Bridge Road East, Welwyn Garden City, AL7 1GD. The building is to be refurbished as the charity's head office and central retail warehouse. It is likely that Isabel Hospice limited will relocate to 99 Bridge Road East, following refurbishment, in the autumn of 2024. Following the relocation, it is expected that the current head office building, 61 Bridge Road East, will be sold. Freehold properties are classified as 1/3 Land and 2/3 Building, which is depreciated at 2% or 50 years.

	Freehold property £'000	Short leasehold property £'000	Plant machinery equipment and vehicles £'000	Total £'000
The charity				
Cost or valuation				
At the start of the year	3,770	304	351	4,425
Additions in year	3,000	18	108	3,126
Disposals in year	-	-	-	-
At the end of the year	6,770	322	459	7,551
Depreciation				
At the start of the year	1,267	258	130	1,655
Charge for the year	87	19	118	224
Eliminated on disposal	-	-	-	-
At the end of the year	1,354	277	248	1,879
Net book value				
At the end of the year	5,416	45	211	5,672
At the start of the year	2,503	55	212	2,770

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2024

11 Investments

	The group		The charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Fair value at the start of the year	2,231	2,436	2,231	2,436
Additions at cost	-	-	-	-
Disposal proceeds	(1,500)	-	(1,500)	-
Net gain / (loss) on change in fair value	112	(206)	112	(206)
Fair value at the end of the year	843	2,231	843	2,231

Investments comprise:

	The group		The charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Shares listed on the London Stock Exchange	843	2,231	843	2,231

12 Debtors: amounts falling due within one year

	The group		The charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Trade debtors	546	40	542	35
Prepayments	240	159	88	66
Other debtors	5	49	2	25
Accrued income	214	518	172	516
VAT debtor	696	102	646	59
Due from Isabel Hospice Trading Limited	-	-	458	546
	1,701	867	1,908	1,247

13 Creditors: amounts falling due within one year

	The group		The charity	
	2024	2023	2024	2023
	£	£	£	£
Trade creditors	280	284	163	156
Other creditors	45	25	38	25
Taxation and social security	174	143	145	119
Accruals	126	96	85	71
Deferred income (note 15)	533	7	533	7
	1,158	555	964	378

Notes to the financial statements

For the year ended 31 March 2024

14 Provisions for liabilities

	The group		The charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
At 1 April 2023	84	58	26	-
Added in the year	21	26	(1)	26
At 31 March 2024	105	84	25	26

All leased premises are kept in a good state of repair, but the company has obligations under its leases to redecorate periodically and to leave the premises in a previously agreed condition. Having assessed the current condition of its properties, the directors consider that, at the balance sheet date, the cost of any such remedial works would not exceed £83,972 (2023: £77,698) and so a provision for this sum has been included in these accounts.

15 Deferred income

Deferred income of £533k represents an invoice to NHS Hertfordshire and West Essex ICB raised on March 2024 in respect of funding due for April to June 2024 (2023- nil).

	The group		The charity	
	2024	2023	2024	2023
	£	£	£	£
Balance at the beginning of the year	7	11	7	11
Amount released to income in the year	(7)	(11)	(7)	(11)
Amount deferred in the year	533	7	533	7
Balance at the end of the year	533	7	533	7

Notes to the financial statements

For the year ended 31 March 2024

16 Isabel Hospice Trading Limited

The principal activity of Isabel Hospice Trading Limited (whose company number is 02417607) is the sale of purchased and donated articles. A summary of the trading results is shown below:

	2024	2023
	£'000	£'000
Turnover and other operating income	2,854	2,561
Cost of sales and administrative costs	(2,796)	(2,305)
Net profit	58	256
Total retained earnings brought forward	94	94
Prior year adjustment	(4)	-
Profit for the financial year	58	256
Gift aid distribution to the charity	(58)	(256)
Total retained earnings carried forward	90	94

During the year, the trading company paid to the Parent Charity £195,000 (2023: £180,000) for property rent and support services provided by Charity.

The assets and liabilities of the trading subsidiary were:

	2024	2023
	£'000	£'000
Tangible assets	121	114
Current assets	701	760
Creditors within one year	(652)	(722)
Provisions for liabilities	(80)	(58)
Aggregate net assets	90	94

17 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2024	2023
	£'000	£'000
Gross income	6,915	5,840
Result for the year	339	52

Notes to the financial statements

For the year ended 31 March 2024

18 Pension schemes

Defined benefit pension scheme - NHS Pension Scheme

Past and present qualifying employees are covered by the NHS Pension Scheme. Details of the benefits payable and rules of the scheme can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. The NHS Pension Scheme is an unfunded defined benefit scheme that covers NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. It is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, payments to the scheme are accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the Government Financial Reporting Manual (FReM) requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2023, is based on valuation data as 31 March 2021, updated to 31 March 2023 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020.

Defined Contribution Pension Scheme - Aviva workplace pension scheme

Employees who do not qualify for the NHS Pension Scheme may be eligible for the Isabel Hospice Aviva workplace pension scheme, which is a defined contribution scheme. Eligibility is defined in terms of salary level and age, and eligible employees are auto-enrolled in the pension scheme. Employees and the Charity pay 4.5% of salary into the scheme, making a total contribution of 9% of salary.

19a Analysis of net assets between funds (current year)

	General funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fixed assets	-	5,795	-	-	5,795
Investments	-	843	-	-	843
Net current assets	134	1,158	56	836	2,184
Provisions for liabilities	(105)	-	-	-	(105)
Net assets at 31 March 2024	29	7,796	56	836	8,717

19b Analysis of net assets between funds (prior year)

	General funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fixed assets	-	2,292	593	-	2,885
Investments	-	2,231	-	-	2,231
Net current assets	178	2,351	18	836	3,383
Provisions for liabilities	(84)	-	-	-	(84)
Net assets at 31 March 2023	94	6,874	611	836	8,415

Notes to the financial statements

For the year ended 31 March 2024

20a Movements in funds (current year)

	At 1 April 2023 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 March 2024 £'000
Endowment funds	836	-	-	-	836
Restricted funds:					
<i>Capital development funds:</i>					
Building appeal	593	-	-	(593)	-
<i>Service delivery funds</i>					
Inpatient unit services	-	32	(32)	-	-
Community Services	-	87	(87)	-	-
Equipment	-	70	(40)	-	30
Family Support	17	10	(27)	-	-
Other	1	2	(3)	-	-
Training	-	-	-	-	-
<i>Raising funds</i>					
Fundraising costs	-	30	(4)	-	26
Total restricted funds	611	231	(193)	(593)	56
General funds	94	8,463	(9,000)	472	29
Designated funds:					
Fixed Asset fund	2,292	-	-	2,016	4,308
Risk Reserve Fund	1,100	-	-	-	1,100
Legacy Reserve	595	801	-	-	1,396
Building Reserve	2,887	-	-	(1,895)	992
Total unrestricted funds	6,968	9,264	(9,000)	593	7,825
Total funds	8,415	9,495	(9,193)	-	8,717

The narrative to explain the purpose of each fund is given at the foot of the note below.

20b Movements in funds (prior year)

	At 1 April 2022 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 March 2023 £'000
Endowment funds	836	-	-	-	836
Restricted funds:					
<i>Capital development funds:</i>					
Building appeal	619	-	(26)	-	593
<i>Service delivery funds</i>					
Community Services Big Lottery Fund	-	12	(12)	-	-
Equipment	-	10	(10)	-	-
Family Support	1	62	(45)	-	18
Other	107	47	(154)	-	-
Training	14	7	(21)	-	-
Total restricted funds	741	138	(268)	-	611
General funds	2,979	7,680	(7,871)	(2,695)	94
<i>Designated funds:</i>					
Fixed Asset fund	2,484	-	-	(192)	2,292
Risk Reserve Fund	1,100	-	-	-	1,100
Legacy Reserve	-	595	-	-	595
Building Reserve	-	-	-	2,887	2,887
Total unrestricted funds	6,563	8,275	(7,871)	-	6,968
Total funds	8,140	8,413	(8,138)	-	8,415

Notes to the financial statements

For the year ended 31 March 2024

20 General funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for the other purposes.

Designated funds

The Fixed Asset fund is represented by fixed assets, net of associated liabilities and after deducting amounts included within the revaluation reserve and those other assets where use has been restricted. In the accounts for the year ending 31 March 2024, the net book value of the head office, 61 Bridge Road East, Welwyn Garden City, has been deducted from the fixed asset value as this building is to be sold and so is no longer required for charity use. Transfers are made between funds to maintain the carrying value.

As a result of the material surplus generated by the Charity in the 2020/21 financial year, the Trustees decided to allocate some of the surplus to replenish the Risk Reserve Fund up to the minimum required of £1.1m. The risk reserves fund is held to manage the risk of potential fluctuations or underperformance in key income streams.

The building reserves fund was been established for development, extension and modernisation of the Hospice buildings, including (1) creating a new head office and retail space and (2) investing in the In-patient facilities. The aim is to secure buildings fit for the hospice for decades to come in a financially prudent manner. In January 2024, the Hospice purchased 99 Bridge Road East, Welwyn Garden City, to be used as a head office, retail hub and warehouse. Some of the buildings reserve designated fund was used to fund this purchase. The new building will give the efficiencies and other improvements that come from working on one site, as well as providing an increase in warehouse space for our expanding retail estate. The development of the In-patient facility is expected to start in 2025-26.

The legacies reserve was set up in 2022-23 as the amount of legacy income above budget in that year. The intention is to add to it whenever legacy income, which is highly unpredictable in nature, exceeds budget. The Board will ensure this money can only be spent on key projects providing long-term benefit for the users of the Hospice's services.

Endowment funds

The endowment fund is an expendable endowment arising from a legacy to the Hospice. The legacy gives the trustees discretionary powers to use the endowment to fund capital projects. Any income from the endowment is unrestricted and may be used for the general purposes of the charity. The charity intends to use the endowment to fund the development of the In-patient facility.

Restricted funds

The Building Appeal fund related to the proceeds of a special appeal that wasn't utilised to construct an annex to the In-patient Unit. The project is now completed.

The Community Services fund comprises a grant from the Big Lottery Fund to help expand a "hospice at home" service and various small grants to help fund the provision of patient care in the community and at home. The grants are principally used to help pay the staff employed for those purposes.

The Equipment Fund comprises donations and grants received to purchase specific items of equipment.

The Family Support fund has been established by a grant from BBC Children In Need and other smaller grants to help fund the provision of bereavement counselling. The grants are principally used to help pay the staff employed for that purpose.

The Training fund was established from grants received to assist with the provision of clinical training of doctors and nurses throughout the charity.

21 Operating lease commitments

The following payments represent the financial commitments under operating leases for the group and the charity:

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Less than one year	230	177	19	19
One to five years	596	400	4	23
Over five years	907	654	-	-
	1,733	1,231	23	42

22 Legal status of the charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

23 Post balance sheet event

In January 2024, Isabel Hospice Limited purchased a building in Welwyn Garden City, 99 Bridge Road East, to combine the head office, warehouse and eBay shop in a single more efficient building. In May 2024, Isabel Hospice Limited signed a contract with Newland Construction at a value of £148,489 to cover the external repairs to the building, and subsequently, in September 2024, signed a contract with Newland Construction at a value of £525,000 to cover the costs of the internal remodelling and refurbishment. In June 2024, Isabel Hospice Limited agreed a loan facility with Lloyds Bank, for a value up to £1,500,000 to cover the charity's cashflow needs during the period of refurbishment. The loan is secured against the value of 99 Bridge Road East. At the date of signing this report, the loan has not been drawn down.

In 2022, Isabel Hospice Limited exchanged contracts with a purchaser, Anglodane Limited, for the sale of the charity's current head office, Milan House. Completion of the sale is expected between November 2024 and July 2025. The proceeds of the sale will be used to repay the bank loan, if the loan is drawn down before the date of completion of the sale of Milan House.

ISABEL HOSPICE LIMITED

England & Wales - Charity number 1046826

Accounts

Company Number: 03056823

Charity number: 1046826

Isabel Hospice Limited

Trustees' Annual Report and Financial Statements
For the Year Ended 31 March 2023

Trustees' Annual Report and Financial Statements for the Year Ended 31 March 2023

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Foreword from the Chair

The financial year 2022-23 was a more “normal” year after the COVID-19 pandemic. This was the first year since 2018-19 where our shops have been open all year and we have been able to resume our fundraising activities. During the year we supported 1443 patients (2021-22: 1435) and 451 family members (2021-22: 410). The number of calls to the out of hours advice line increased (2021-22: 973, 2022-23: 1509) as did the number of people supported in Living Well with Isabel (2021-22: 274, 2022-23: 316) and Compassionate Communities (2021-22: 241, 2022-23: 266). The learning from the pandemic, with remote consultations, education and group sessions is now fully embedded. For example, 67% of Clinical Specialist patient consultations were remote.

During the year we started an Equity, Diversity and Inclusion (EDI) programme for staff and volunteers. The aim is to raise awareness of EDI issues. Within our clinical work we have established programmes to identify specific groups who may find it harder to access services, and developed specific approaches to engage them and ensure their needs are met. In the current year, for example, we have extended our reach to those working with people with learning disabilities and also the Lesbian, Gay, Bisexual and Transgender (LGBT) community.

Our work with 71 care homes to educate and train staff in palliative and end of life care and support for families in Eastern Hertfordshire has been successful, and is to be extended to care homes in Northern Hertfordshire in 2023-24. Our extensive education programme for all health professionals has been implemented while working with partners. We have organised our first Isabel Hospice Conference entitled **Mind over Matter** which was a huge success with international speakers and 191 attendees from different countries.

Financially, Isabel Hospice started the year with a budget deficit but ended with a surplus of £274k largely due to legacies exceeding budget, for which we are extremely grateful.

Our vision is **Outstanding Palliative Care for All**. During 2022-23 we revisited our strategy (2021-2026) and work progressed under the three strategic themes to deliver our vision:

- **Empower** a dynamic, agile organisation to include being financially sustainable and resilient.
- **Enable** an outstanding organisation that delivers care in any setting and is seen as a leader in our fields.
- **Engage** with stakeholders and each other.

Looking forward, the Charity faces a number of challenges. Rising inflation and cost of living increases, with the potential effects on donation levels and our operating costs, could adversely impact the Charity's finances. The Charity will be looking at different ways of generating income from fundraising, retail contribution and looking at whether it can turn some assets into additional, diverse income generation schemes.

The work of Isabel Hospice could not be delivered without its amazing staff and volunteers, and the support of the community. The Board would like to thank the staff for being responsive and agile in responding to the required changes and being compassionate to each other. We would like to thank the volunteers who so willingly give their time, and our community for supporting us in all sorts of ways but in particular, by providing, the much needed funds to enable the Hospice to continue to deliver its services. Thank you to all our supporters.

Terry Philpott
Chair

Date 06 September 2023



Trustees' Annual Report for the Year Ended 31 March 2023

The Trustees are pleased to present their annual report (which, for the purposes of company law, includes the strategic report and the Directors' report) and the audited financial statements for the year ended 31 March 2023.

These financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2015, 2019). The financial statements include the results of the Charity's trading subsidiary, Isabel Hospice Trading Limited.

Objectives and Activities

The Charity's purpose as set out in the objectives contained in the Company's Memorandum of Association is "to provide palliative care and support for those suffering from life-limiting illnesses, as well as support for their families and carers, in the boroughs of Welwyn Hatfield and Broxbourne and the District of East Hertfordshire".

To deliver this objective we provide a range of services to support patients and their families. Some of these services are illustrated in the following patient's story.

Claire's Story



Living with a long-term or progressive illness can turn your life upside down. It can prevent you from doing the things that are important to you.

Our Living Well with Isabel programme provides support for patients, and the people who love them, to adjust to the changes that come when someone has been diagnosed with a life-limiting or terminal condition.

Our team of specialist nurses and therapists are here to help manage the changes in a person's life, enabling them to remain independent for as long as possible and to focus on the things that are meaningful to that individual.

Shortly before Claire Newman, primary and secondary school teacher died in December 2022, Claire shared how our Living Well team were helping her savour some of life's sweeter moments by enabling her to find the confidence to overcome some of the challenges of living with cancer.

The 49-year-old married mum-of-three, who was diagnosed with pancreatic cancer in October 2021, was referred to our Living Well with Isabel team by her consultant at the Royal Free Hospital after deciding against a second round of chemotherapy.

"I spoke to the Hospice team and was offered the eight-week wellbeing course and, I remember thinking at the time, is it worth it, or is it too late?" she said. "But I was persuaded to go along and give it a go, and actually it was the right decision."



Our wellbeing sessions, held at our Living Well hubs in Welwyn Garden City, Waltham Cross and Bishop's Stortford, cover a range of emotional, physical, social and spiritual issues, or anything else that is impacting on someone's health and wellbeing. They include clinical and therapeutic interventions as well as creative therapies, such as adapted Tai Chi, horticulture and art therapy. Discussions are also had around symptom management, practical issues, advanced care planning and more.

Claire said: "I really love crafts and gardening, so that aspect of the course I enjoyed. It was absorbing and a great opportunity to focus on something, but also have conversations with other patients at the same time. Although we were all focused on the activity, we were able to share our experiences, which is really valuable.

"Remarkably, someone I know also attended, and we both appreciated the chance to be emotionally honest with somebody who was walking a similar path. There was concern for our children and how they were coping with everything that was going on, and the sense that you're not the only one going through these struggles. It doesn't make it any easier that other people are going through the same, but if one of us was struggling on a particular day, then the other one could be supportive and sympathetic."

She continued: "From the practical side of things, to have information so readily available from [Senior Staff Nurses] Gail and Sarah was so helpful. To have access to their expertise on a weekly basis was incredibly reassuring.

"When you're ill you can be so up and down; you have good days, and not so good days. There have been times when I've been very concerned to leave the house because of some of the more horrible symptoms of my cancer, but we were able to talk about the things that were worrying me and what I could do to prevent certain situations from arising.

"Before, I was hardly going out, but with their help, I've been able to go out more. I was able to go to an open air theatre production that I'd been incredibly anxious about thanks to support from the team. It was achievable and I had a really good time.

"It's given me the confidence to still do some of the things that bring me joy, to do things with my children that otherwise I might not have done, and to remember that life doesn't have to stop even at this point in my illness."



Our Values

Our values are at the heart of how we work in every setting – between staff, within teams, with volunteers, how we treat patients and families and how we engage with partner organisations and suppliers. These are:

Values	Explanation
Care	Everything we do shows we support and care about everyone
Together	We are collaborative and inclusive in our approach
Respect	We respect the contribution that everyone is able to make
Responsive	We are responsive to people's needs
Dynamic	We challenge existing practices and strive to continuously improve.

Together we care is our strapline and captures the essence of our approach as a charitable hospice:

- Every aspect of our care and support is delivered in partnership – with patients, families & loved ones, other professionals.
- Every member of staff and volunteer plays a crucial role in making our care possible.
- We work with our communities and our partners.

Our Services During 2022-23

During 2022-23 we entered a period of transition following the Covid pandemic. Our Living Well and Compassionate Communities services expanded whilst our community and inpatient teams continued to provide high-quality care for our patients and their family members. An update of our Clinical Services is described below.

Community Care

Our Clinical Nurse Specialists (CNS) provide care through hybrid remote (adopted during the pandemic) and face to face consultations. Patients are triaged over the telephone and those patients with complex symptoms are offered a home visit.

Our Hospice at Home team works with the district nursing team to allow patients to get the care they need at home safely and conveniently, rather than being an inpatient at hospital or the Hospice. This year, 89% of Isabel patients were able to die in their preferred place of death (PPD). Physical symptoms or sudden deterioration in condition were factors for those who did not meet their PPD.

We offer a range of therapeutic interventions or a social meet up in a range of community hubs via our Living Well and Compassionate Community services.



Inpatient Unit

Our In-Patient Unit (IPU) based in Welwyn Garden City is currently staffed for 8 patients but can flex to accommodate up to 14 beds. Our highly trained multi-disciplinary team consisting of doctors, registered nurses, allied health professionals, counsellors and healthcare support workers offer specialist symptom management and end of life care.

24-Hour Advice Line

Our 24-Hour Advice Line provides clinical advice and support for patients, their families/carers and professional colleagues about any palliative care and /or end of life care issue, irrespective of the person's diagnosis and whether they are known to us.

Family Support

We support patients and their families as they cope with the diagnosis of a life limiting illness through to bereavement. We provide telephone support for adults and children through individual and group sessions.

Education

Our aim within the Learning, Development and Education team is to empower others to deliver outstanding palliative care for all.

To this end we continue to work collaboratively to deliver our extensive external education program for all healthcare professionals across East Hertfordshire. We have supported the Integrated Care Board with the training for the new ReSPECT document as well as delivering a collaborative project with the Hertfordshire Partnership University NHS Foundation Trust for Mental Health and Palliative Care.

The Learning, Development and Education team also delivered their first conference in the year. This was a huge success with internationally renowned speakers and 191 attendees. The topic was 'Mind over Matter' and the conference delved into the psychological aspects of palliative care. It explored compassionate minds and dignity therapy as well as the art of communication for our patients and their families and how we look after ourselves. The conference underpinned our strategy in terms of empowering confidence in supporting psychological needs and engaging with others working within palliative care.

Our end-of-life care (EOLC) education programme provides training and support in EOLC to 71 care homes across East Hertfordshire. This programme will be extending to North Hertfordshire over the coming year.



Public Benefit

The Trustees have reviewed the Charity Commission guidance on Public Benefit and are confident that the Charity meets the requirements, specifically:

- All services to patients and families are provided free of charge
- We work closely with GPs and other healthcare professionals as we seek to try to ensure that everyone in the last year of their life is identified and referred to, and able to access, the right services to meet their needs
- We seek to identify specific groups who may find it harder to access services and develop specific approaches to engage them and ensure their needs are met. In the current year, for example, we have extended our reach to those working with people with learning disabilities and also the Lesbian Gay, Bisexual Transgender (LGBT) community.

All services are provided free of charge irrespective of social, economic, ethnic or religious background and are for the public benefit. To fund these activities, the Charity has to raise the majority of its funding from the communities it serves and we continue to rely on the generosity of local people through a wide range of fundraising and giving, including:

- Individual donations, in memory gifts, regular giving and legacies
- Grants from trust funders
- A wide range of fundraising events
- A lottery
- 15 charity shops and an eBay shop operated by our trading company which passes all of its profits to the Charity.

We also have a service contract with the East & North Herts Clinical Commissioning Group (CCG) that provides 27% of our income.

The Charity continues to rely on support from 525 active volunteers who make a substantial contribution to income generation and service delivery. The Charity could not provide its services without their time and skills.

Strategy and Vision

Strategy

The Hospice continues to work towards the Isabel Hospice Strategy for 2021-2026. Measures of success were reviewed and updated within the year.

Vision

Our vision is **Outstanding Palliative Care for All**

We will deliver outstanding palliative care through our services, and work in partnership with others including patients, GPs, NHS community providers, NHS acute hospitals, nursing and residential care homes, carers, patients' relatives and other third-party providers to enable them to deliver palliative care that meets patients' needs.

We need to remember that the provision of end-of-life care is the responsibility of statutory bodies, however, the Hospice has a key contribution to this.



Strategic Themes

We have identified three strategic themes to inform and drive everything we do for the vision to be delivered, and these are:

- **Empower** a dynamic, agile organisation to include being financially sustainable and resilient.
- **Enable** an outstanding organisation that delivers care in any setting and is seen as a leader in our fields.
- **Engage** with stakeholders and each other.

The challenges we are addressing, what we will do (**areas that have been addressed are emboldened and given a ✓**), what we have done in 2022- 23 and measures of success identified for 2026 are summarised below under each strategic theme.

Empower

The Challenge	Strategic Theme	What we will do	What we have done in 2022-23	Measures of success
We cannot generate sufficient income to cover the costs of the ever increasing need for our services doing what has worked in the past. Isabel Hospice "as is" cannot sustain the anticipated growth. Our workforce needs to be empowered and driven to enact change.	Empower a dynamic, agile organisation to include being financially sustainable and resilient.	* Develop a skilled, focussed, high performing and committed workforce and volunteers ✓ * Leverage high quality data to drive informed decisions ✓ *Charge for non-core services * Be efficient with costs and expenditure ✓ * Improve legacy income predictions e.g. investigate legacy insights ✓ *Increase our income *Reduce operating costs from head office * Review Governance structure to ensure it supports an agile business ✓ * Develop succession plans for employees ✓	*Reviewed staff and volunteer survey responses and identified priority areas to address *Reward and recognition evaluated *Identifying Key Performance Indicators and Dashboards for all areas *Expenditure below budget *Informed by legacy foresights, legacy stewardship programme in place *Governance framework reviewed, updated and agreed by the Board *Succession plans being identified in main businesses	By 2026 we have: *Diversified into other income streams *Increased numbers of active volunteers to 75% of registered volunteers in month *Better understand our volunteer requirements and diversified our base to meet these needs *Met our KPI targets for employee satisfaction, (sickness, retention and empowerment etc.) *Expenditure is no more than 80% of income *Free reserves (cash and liquid assets) are equivalent to 6 months of expenditure *Fundraising income has increased to £2.7 million per annum *Trading company contribution is in excess of £0.5 million per annum *Increased the amount of supporter pence in the pound that goes towards patient care



Enable

The Challenge	Strategic Theme	What we will do	What we have done in 2022-23	Measures of success
Our organisation needs to be outstanding in everything we do. We also need to leverage new technology to reach people in new ways and improve our business at every level.	Enable an outstanding organisation that delivers care in any setting and is seen a leader in our fields	*Build on new and novel ways of engaging with system partners and primary care borne out of COVID e.g. webinars/ virtual sessions ✓ *Efficiently continue virtual community care where applicable ✓ *Find new, innovative ways to deliver income ✓ *Become an employer of choice *Find new ways to understand and measure patient satisfaction ✓ *Assess accreditation options ✓	*Attended all system meetings *Virtual community care has continued; 67% of interactions were virtual *There is a particular focus on Corporate Fundraising for 2022-23 *Reviewed measures to understand patient satisfaction *Assessed accreditation options and identified preferred option	By 2026 we have: *Delivered outstanding services *Identified 4 key success areas from staff survey and improved those vs 2021 results *Patient satisfaction remains above 95% *60% of our consultations are virtual *Delivered outstanding supporter and retail experiences

Engage

The Challenge	Strategic Theme	What we will do	What we have done in 2022-23	Measures of success
We need to find ways to collaborate successfully externally (e.g. other hospices, NHS, Universities) and ensure better internal collaboration to support this	Engage with our stakeholders and each other	*Decide whether to merge with Garden House Hospice ✓✓ *Work with the NHS to deliver valued services that they are willing to fund ✓ *Collaborate with external partners as widely as possible e.g. University of Hertfordshire ✓ *Benefit through economies of scale through greater collaboration and partnership with other hospices ✓ *Investigate outsourcing *Engage in new ways of working ✓ *Build partnerships with local organisations to enable a strong community presence and drive awareness ✓ *Improve our internal communications ✓	*Completed – not merging with Garden House Hospice *Agreed with NHS during 2022-23 to fund CNS Heart Failure Services as core services *Partnered with Herts Regional College for placements as volunteers *Started to build partnerships to enable a strong community presence – e.g. Healthwatch, all councillors. To be developed further through Equity, Diversity and Inclusion Work. *Led the development of Memorandum of Understanding with the Hospices in Herts and West Essex *Introduced team briefings, weekly Message from Helen, quarterly update meetings	By 2026 we have: *Increased perceived level of NHS funding due to offering services they value *Built a partnership with the University of Herts and other businesses *Partnered with other hospices to reduce costs for some projects *Improved internal communications in response to employee surveys



Achievements and Performance

The selected metrics listed below are illustrative of the scale and scope of the services provided. During 2022-23, a higher number of people accessed our services compared to 2021-22. The number of admissions to IPU decreased slightly this year. We have been developing closer links with discharge teams from the acute sector to enable an effective transfer of care. Our Clinical Nurse Specialists (CNS) continue to provide care through hybrid remote and face to face consultations. This year we increased the number of face-to-face visits from 1,137 to 1,376. The number of people accessing our Living Well and compassionate communities services increased by 15%. This is also reflected in the average days from referral to death which continued to rise, indicating people are accessing our services earlier. The number of people receiving support from our family support team also increased due to the recruitment of placement counsellors.

Metric	March 2023	March 2022	March 2021	March 2020
Total people using our services	1,894	1,854	1,694	2,339
Patients	1,443	1,435	1,318	1,834
Family support clients*	648	564	488	630
Admissions to In-Patient Care	237	257	228	222
Patients cared for by Hospice at Home	315	357	359	287
Patients cared for by Clinical Nurse Specialist	1,215	1,233	1,115	1,198
Patients cared for at Living Well	316	274	231	601
Attendances at Living Well sessions	2,641	2,701	1,715	6,334
Clients supported by Compassionate Communities	266	241	60	n/a
Cancer / other diagnosis	63%/37%	61%/39%	59%/41%	54%/46%
Average days from referral to death	160 days	142 days	133 days	120 days

*Family support clients – 354 were adult family members, 97 children and 197 patients.

(Further details of our services with activity, quality and performance data can be found in our annual Quality Account, prepared for NHS partners. Our Quality Account can be found on our website: <https://www.isabelhospice.org.uk/aboutus/impact-reports/>)

Clinical Quality Priorities for 2023-24

Our clinical strategic objectives are:

- Enable an outstanding patient journey
- Engage and integrate with the wider health and social economy
- Empower staff to deliver outstanding care
- Engage to enable and empower a compassionate community

Enable an outstanding patient journey

Consolidation of Patient Safety Incident Response Framework (PSIRF)

Having completed the orientation stage of PSIRF, we will be taking forward the remaining PSIRF stages resulting in full implementation. A focus for us as a small independent provider will be ensuring a considered



and proportionate response to patient safety incidents. This will enable us to implement systems-based responses, use the opportunity to focus on issues where incidents have not yet occurred and explore contributory factors in the context of the whole system.

Engage and integrate with the wider health and social economy

Care Home Education Project

Isabel Hospice employs a Care Home Educator to provide education to the care homes in East Hertfordshire and this year, this program has been extended to include the care homes in North Hertfordshire.

This service will support residents to achieve their preferred place of care and death, support care home staff to deliver care that is individualised and responsive. This will also help to avoid unnecessary hospital admission and support the provision of acute beds across East and North Hertfordshire. It is also an opportunity for the Hospice to increase the awareness of what services we offer and how we support our communities.

Empower staff to deliver outstanding care

Introduce Electronic Prescribing and Medicines Administration (EPMA)

We are aiming to introduce a new electronic prescribing and administration of medicines system. This is already in place in a number of acute trusts and some hospices throughout the UK.

The benefits of introducing a new ePMA system include:

- Improved patient safety through a reduction in medication errors
- A reduction in the overall time taken to prescribe, check, supply and administer medicines
- Enhanced patient care as time saved gives clinicians more time to spend with patients
- Medication records are stored electronically and available 24/7
- Patient's medication history, decision support and online resources available to aid prescribing, with allergies and interactions highlighted
- Extensive and robust audit information on medicines usage.

Engage to enable and empower a compassionate community

Identify and Support Frailty Patients in the Community

Informed by our successful Compassionate Communities approach we aim to identify who is at risk of frailty using tested assessment tools, engage with those identified at risk via referral partners, and coordinate a programme of accessible activities and education to build resilience. By focusing on this new approach to frailty care, this will help us to identify and connect with new, under-served and hard-to-reach community members who would otherwise have no opportunity or inclination to engage with hospice services.

We will drive this frailty project through activities surrounding our weekly Compassionate Café in Welwyn Garden City. We will use the Rockwood Clinical Frailty Score to determine baseline and ongoing assessment of patients' frailty, primarily focusing on those identified at Levels 3 to 7. We will tailor-make and deliver a monthly programme of education for our patients, their families and carers, and the wider public focusing on advancing frailty as the major end of life need.



Fundraising

Fundraising Achievements 2022-23

We are extremely grateful for all the financial support that we have received from our community during 2022-23.

Despite a number of vacancies within the fundraising team and the impact of the current economic climate, our fundraising efforts preformed relatively well. This success was driven by several factors, including:

- Community, Corporate and Events seeing a +35% increase compared to last year
- Our volunteers helping us to organise the Xmas Tree Recycling initiative ourselves rather than outsource the operation
- The continued support that we received from the Special Events Committee and our long-term volunteers
- A new and energetic team being recruited by the end of the financial year.

Fundraising Objectives 2023-24

The current economic climate, with the increase in the cost of living, presents an uncertain landscape for fundraising. As such, Isabel Hospice anticipates a further challenging year in 2023-24.

With a relatively new fundraising team in place, we are planning to organise new events and activities that we hope will appeal to our supporters. We also want to reach out to new corporate partners, community groups and organisations to encourage them to support our fundraising efforts.

Whilst we are planning new initiatives, we shall also review and improve our systems and procedures to give our supporters a better experience.

Our key objectives for the year will be to:

- Raise £2.26m through fundraising activities
- Raise £1.30m through legacies
- Introduce new streamlined fundraising activities and initiatives
- Improve supporter care and reach and engage with new supporters.



Retail / Charity Shops

Retail Achievements 2022-23

The Retail/Charity shop business is overseen by the Board of Isabel Hospice Trading Limited, a subsidiary of the Charity. We are extremely grateful for all the support that we have received from our community during 2022-23, including those who donated goods to us and those who purchased items in our stores and online.

We finished the year in a strong position with £2.7m income being raised (2021-22: £2.5m), which exceeded budget by £57k. As well as exceeding the income budget, expenditure costs were lower than planned by £73k. As a result, Isabel Hospice Trading Limited was able to contribute **£379k** (2021-22: £428k) to Isabel Hospice Limited.

We also achieved the following:

- Increased Bought In Goods from £25k last year to £50k, mainly driven by greetings cards and a new Christmas range
- Launching Tonnes of Care on Earth Day and generating an extra 6,948 bags of donations. This sustainability initiative won the Hertfordshire Heroes Green Award in January 2022, and we are also finalists for the Inspiring Hertfordshire Green Award with Herts Chamber of Commerce
- Shortlisted for Outstanding Charity Retailer, Best Shop Window and Young Volunteer of the Year for the Charity Retail Awards 2022 (national competition)
- Trialled new events and Pop Up Shops like the Kings Cross Charity Supermarket which generated £4,500 over 2 days; similar to our income in our biggest shops in a week

Our efforts were hampered by factors which affected our overall income:

- We continue to struggle with volunteer recruitment
- E-commerce recruitment was difficult, resulting in lower headcount than planned.

Retail Objectives 2023-24

Over the next year, we believe our retail provision will become even more important for our community especially as the cost of living increases and people may need to rely on our shops and ecommerce service. Throughout 2023-24 we plan to build on the success of our sustainability messaging, pop up shops and Bought in Goods.

We have invested in a Sustainability Partners Officer who will revitalise Tonnes of Care in its second year by engaging current partners and recruiting new ones. We will continue to promote sustainable shopping and introduce new customers to preloved goods through our popular Thrift & Fizz events, and will be participating in Sustainable Fashion Week in September 2023.

We plan to refit several of our shops and to convert two shops into 'clothing only boutiques' as a new specialist concept. There are plans to open new shops within our area and launch our new transactional website. We will also work closely with the People Team at Isabel Hospice to increase the number of volunteers who can support our operation and help us raise more income for our vital service.



Our People

Our people, both staff and volunteers are our greatest resource. We aim to support the development of a skilled, focussed, high performing and committed workforce of staff and volunteers. We currently employ 177 staff (146 Whole Time Equivalent (WTE)), including casual and bank staff and have 525 active volunteers; a small decrease from the 548 reported in 2021-22.

During 2022-23 it was estimated that 525 volunteers gave 81,900 hours of their time during the year. This equates to £853,398 of time (based on national living wage). We are immensely proud of the support provided to the Hospice by our highly valued team of volunteers who give their time, expertise and support to the Hospice in a wide variety of areas from administration, retail, patient services and fundraising. The Board of Trustees would like to thank all volunteers for all that they do.

Work that has been taken forward is described below.

Staff and Volunteer Engagement Survey

The fourth annual “Birdsong Survey” was undertaken. 63% of staff and 27% of volunteers took part. The results suggested many improvements had occurred when compared with results from the previous year, particularly in relation to leadership, wellbeing and processes. We have identified 7 areas for focus for 2023-24. Four of these are a continuation from last year as projects are still underway. There are a further 3 areas which are new to this year (indicated by*):

- Communication between teams
- Environment and sustainability
- Processes
- Staff well-being
- Perception of leadership and Board*
- Pay and reward*
- Confidence in using supporters’ donations effectively*

Build the Diversity of Our People

We are keen to ensure that our staff and volunteers reflect the community that we serve and that we celebrate diversity and are inclusive. During 2022-23 we undertook the following activities for Equality, Diversity & Inclusion (EDI):

- EDI Staff Survey, before reporting and communicating its findings. This provided a baseline of perceptions of staff of EDI at the Charity and helped design the Staff EDI Awareness sessions.
- Delivered mandatory EDI training for all staff both face to face and virtually, to raise awareness of EDI issues and support behaviours such as ‘calling in’ and ‘calling out’ to ensure that we live our values.
- Formed an EDI Forum with staff and volunteers to formulate EDI Strategy for the Hospice and prioritise EDI activities.

Additional Projects Undertaken in 2022-23

These include:

- Roll out of new HR System (Staffcare) – this has streamlined the HR process.
- Continuing review of Clinical salaries and taking action to ensure they were competitive with the NHS.
- Identifying innovative ways to recruit staff – e.g. Specialist Doctor, Paramedics, and ways to encourage recruitment of nurses e.g. golden handshakes.



Objectives for 2023-24

These include:

- Rollout of Staffcare for volunteering.
- Strategic volunteering recruitment events to focus on early retirees and work returners.
- Designing strategic objectives for Learning and Development.
- EDI – ongoing focus, with EDI Forum and EDI training for volunteers.



Financial Review

The financial statements for the year ended 31 March 2023 comprise the results for the Charity and its wholly owned subsidiary Isabel Hospice Trading Ltd.

In this, the first full year since the COVID-19 pandemic the Charity did not receive any Covid related funding. It recorded a balanced set of financial results for the 2022-23 financial year with a net surplus of £0.274m. The focus for the Charity is on developing its fundraising and retail income generation in order to combat ongoing reduction in NHS income in real terms. The Charity has significant ambitions for both, whilst remaining cash positive.

Reserves are being maintained and designated for the purpose of improving the inpatient unit and buying or leasing a new retail and warehouse building which will allow for operational efficiencies. Meanwhile the Charity continues to provide services that are not statutorily funded, but are essential for the delivery of its objectives to provide services to a population that may not be able to otherwise to access such support.

Income

Total income for the year decreased by £0.1m (1%) to £8.4m. Included in these figures is a reduction in government grants from £99k (2021-22) to £3k, as a result of the ending of Covid restrictions.

Income from fundraising donations and recognised legacies (excluding lottery and event income) was up 9% to £2.8m (2021-22: £2.5m). The Charity had another good year with Legacy income with recognised income from this source increasing to £1.8m (2021-22: £1.2m).

Income from Charitable Activities however, which includes NHS and investment income, was down 17% to £2.2m (2021-22: £2.7m).

Income from Other Trading Activities increased by 4% to £3.4m (2021-22: £3.3m). Key drivers of this increase were a 6% growth in Charity Shop income to £2.7m (2021-22: £2.5m) and 16% growth in Fundraising event income to £0.5m (2021-22: £0.4m).

At the end of the financial year, the Group held net assets of £8.4m (2021-22: £8.1m). Net current assets increased to £3.4m (2021-22: £2.7m).

Total cash in hand available to the Hospice at the balance sheet date increased by £0.4m to £3.0m (2021-22: £2.6m).

Of the total funds for the Hospice at the end of the year (£8.4m, as above), our unrestricted funds comprise of £0.1m (2021-22: £3.0m) in undesignated general funds and £6.9m (2021-22: £3.6m) in designated funds. Designated funds have increased as the Group saves for the extension and re-development of the inpatient unit and a new retail, warehouse and head office building, investment in service delivery and efficiency for the long term. The Charity is actively conducting a search for a new retail building that fits our vision for the future in a flexible way and is working towards submission of a planning application for the inpatient unit. Our restricted funds comprise endowment funds of £0.8m and other restricted funds of £0.6m.



Risk Reserves

The Trustees have chosen to adopt a risk-based approach to income streams in setting a target level for risk reserves, making an assessment of the amount of each income which could be at risk in any one year. This approach fits hand in hand with our review of strategic risks and mitigates many of the funding risks identified. The reserves also specifically recognize the risks associated with planned growth and the development of new income streams.

Following a review of its Risk Reserve Policy and targets the Trustees set a target of £1.1m to manage the risk of potential fluctuations or underperformance in key income streams. Following solid financial performance in its financial results for the 2022-23 financial year, the Charity has maintained its Risk Reserve fund at £1.1m.

Working Capital and Cashflow

A vital factor for any organisation is having sufficient working capital and cashflow. We have benefitted for many years from our NHS Clinical Commissioning Group (CCG) contract paying us the full contract amount (c£2.0m annually), forwarded in quarterly upfront payments.

We produce a cashflow forecast and monitor our cashflow position regularly to provide additional scrutiny of our cash performance and reserves. Our year end cash position improved by £0.4m to £3.0m. This position has provided the Charity with at least 3 months cover for operational working capital requirements.

Going Concern

Trustees recognise the requirement to assess the going concern of the Charity.

The Charity has sufficient working capital to provide a contingency if required and the Trustees are satisfied there are no unmanaged material uncertainties impacting the Charity's ability to remain a going concern, and so can conclude there is a reasonable expectation that the Charity will be a going concern for at least 12 months from the signing of this report and accounts.



Key Risks and Uncertainties

Following best practice guidelines, including those of the Charity Commission, Isabel Hospice constantly reviews all risks through risk registers. These are considered by the Board sub-committees and Isabel Hospice Trading Board. High scoring operational risks are seen by the Board as well as the strategic risks identified.

High level risks identified in 2022-23 were as follows:

Delivery of Clinical Services Affected by Shortages of Clinical Staff

There is a risk that the delivery of clinical services is reduced due to shortages of clinical staff due to sickness and vacancies, and difficulty in recruiting staff. To address this we have increased salaries of clinical staff so that they are equivalent to NHS Agenda for Change rates and we have appointed paramedics who are looking for a change in role; we trained them in palliative and end of life care.

Reduced Income

Reduced income includes fluctuations in Fundraising (including Legacy), partly due to rising inflation and cost of living and retail contribution to the Charity. It also includes the risks we face from a changing NHS commissioning landscape with the establishment of East and North Herts Integrated Care Partnerships (ICPs) and Hertfordshire and West Essex Integrated Care System (ICS) and Board. While challenging, this situation presents us with an opportunity to work further with partners and local hospices in the development of palliative and end of life care for a larger population. We have led the development of a Memorandum of Understanding with local hospices to facilitate this. To address the risk of reduced income, we are continuing to develop a diverse fundraising portfolio, developing a programme of legacy stewardship, looking at ways of increasing donations of goods and income in our shops and identifying alternative income streams.

Increased Demand for Hospice Services

It is estimated that 50% of people with palliative care needs are not met by those working in palliative care services. There is also a growing population in East Hertfordshire, who are living with more morbidities. We are also aware that some groups who are more difficult to engage are not aware of services. Our view is that everybody should be able to access to palliative care services. This could lead to increased demand. We will continue to look at ways in which we can support more people, using technology when it is appropriate.

Investment Returns

Returns from investments are now a contributor to the Charity's overall performance and are always a significant risk factor. Investment performance is regularly reviewed and an active relationship is maintained with the external advisors to mitigate investment risk.



Structure, Governance and Management

Isabel Hospice Limited is a registered charity and a company limited by guarantee without share capital and is governed by its memorandum and articles of association. The group includes a wholly owned subsidiary company, Isabel Hospice Trading Limited, through which its retail trading activities are carried out.

The Charity works in partnership with local GPs, the Hertfordshire and West Essex Integrated Care Board, local NHS hospitals, residential nursing and care homes and many other health care providers to ensure the highest quality care and support for our patients and their families.

The Board of Trustees normally operates a quarterly meeting cycle with sub committees meeting in the weeks before the main Board meeting. The sub committees have specific Terms of Reference which include oversight of key areas of the Charity's work. These are:

- Finance and Risk
- Clinical Quality and Education
- People
- Fundraising and Marketing

The retail operations are governed separately by the Board of Directors of our trading company, Isabel Hospice Trading Ltd. All directors are Trustees.

Board Performance

The Board aims to continuously improve its effectiveness. At the end of each meeting there is a reflection on what went well and what could have gone better.

Trustee Recruitment

One Trustee was appointed during 2022-23, following a success recruitment process.

Trustee Remuneration

Trustees' travel expenses are reimbursed if claimed. No Trustee was remunerated during the year and no Trustee had a beneficial interest in any contract with the Charity or its subsidiary during the year.

Trustee Liability

The liability of each Trustee, in the event of winding up, is limited to £10.

Executive Management

The Trustees delegate day-to-day management of the Charity to the Chief Executive and through that person to the Executive Team.

The following changes occurred to the Executive Team in 2022-23:

- **Clinical Director** - resigned 31st October 2022
- **Director of Clinical Services** - appointed 7th December 2022
- **Director of Finance and Resources** - resigned 1st April 2022; appointed 1st November 2022



Investment Policy

The Trustees have the power to make investments that are consistent with the aims and objectives of the Charity. Surplus resources are currently held in easy access accounts to furnish cash requirements and the Charity also maintains a longer term investment with Quilter Cheviot in a charity friendly scheme.

Fundraising Policy

The Trustees recognise that the Charity could not deliver its services without the support of the local community. It is the Charity's policy to form positive relationships with donors and it therefore seeks to adhere to high quality fundraising standards. Furthermore, the Charity does not accept donations from donors with interests that might conflict with the mission of the Charity.

Executive Remuneration

The Charity's approach to pay is consistent for our staff and the Executive team. Our policy is designed to enable us to attract, retain and motivate high performing Executive team members. It also aims to demonstrate to our stakeholders (particularly funders and service users) that our pay levels are set to support delivery of the Charity's aims and are an effective use of charitable funds.

The objectives of our pay policy are to:

- reward staff appropriately and enable the recruitment of a high calibre Executive Team
- ensure the proper use of the Charity's resources in accordance with its aims and within affordable limits based on the financial circumstances of the Charity
- be non-discriminatory, just and equitable in the evaluation of jobs and their remuneration by providing a stable framework for the remuneration of the Executive team
- operate within the law
- pay at a competitive level taking account of external market rates, with the aim being to set pay at the median level or above for comparable posts in the voluntary sector, subject to the Charity's financial position.

The Charity publishes the salary of its key management personnel within its annual report. The number of staff paid over £60,000 is also published in accordance with the Charity accounting requirements.

Executive pay is reviewed on an annual basis by the People Committee and is subject to approval by the Board of Trustees, which is responsible for ensuring proper application of our pay policy.

Future

The Hospice Board agreed a deficit budget for 2022-23 of £0.5m, however, the Hospice delivered a surplus of £0.3m due to good legacy and retail performance.

For 2023-24, the Hospice Board has again agreed a deficit budget, of £0.2m. This is expected to be a challenging year due to the general increase in cost of living, a significant real-term fall in NHS income and a tight labour market. The Board has in place plans to achieve surplus budgets in future years.



Fundraising Procedures Disclosure

Isabel Hospice Accounts to 31 March 2023 - Our Approach to Fundraising

Isabel Hospice is registered with the Fundraising Regulator. Our income is generated predominately thanks to the support of our community, including legacies, gifts in memory of family members who have died in our care, regular donations, our lottery, and individual fundraisers raising income at our or their own events.

Fundraising Practices

As part of our commitment to best practice, Isabel Hospice adheres to the fundraising Codes of Practice set by the Fundraising Regulator and the Institute of Fundraising. We aim to ensure that our fundraising is respectful, open, honest and accountable to the public.

The Charity undertakes to react to and investigate any complaints regarding its fundraising activities and to learn from them and improve its services. During the year, the Charity received no complaints about its fundraising activities.

We have a transparent policy regarding fundraising with vulnerable individuals. This fundraising policy states all the steps that should be followed to protect vulnerable people who offer support to the Charity, ensuring that they have the relevant capacity to enable them to make the decision to donate.

Fundraising Practices Review

All fundraising practices are framed within the values and principles of Isabel Hospice. Where expenditure is required to generate income, there is an analysis of the return on investment to ensure the Charity is able to make informed decisions regarding activities.

The fundraising team is internal and the Charity only uses third party fundraising organisations following significant levels of due diligence and regulatory checks.

Where we partner with corporates, due diligence is conducted and the amount of time and effort we need to put in versus the income we would likely receive is assessed. Clear parameters and responsibilities are then agreed between partners.

We ensure we are in line with the GDPR data protection regulations and all other relevant codes of conduct.

Fundraising Strategy and Plan

Our fundraising strategy and plan is reviewed and approved by the Trustees annually. Isabel Hospice is the brand name for our fundraising activities.

Supporters of Isabel Hospice are a key element in the fundraising activities and we are committed to employing a transparent and ethical approach to all our fundraising activities.



To ensure funds continue to be available to support the work of the Hospice, we maintain a broad base of funding sources. Isabel Hospice does not pressure supporters to make gifts and respects decisions to stop giving. The regulatory landscape for fundraising is evolving and we will continue to monitor and adapt with these changes. When we work with suppliers and agencies we ensure that they are fully registered with all the appropriate regulatory bodies, reviewing all their relevant policies as part of our robust procurement due-diligence. We monitor and record any complaints resulting from our fundraising practices, and an annual report is provided to our Fundraising Committee.

Fundraising, Communications and Marketing

Most voluntary income comes from the following sources: Legacies, Donations in Memoriam, Trusts, Events and Lottery Income.

Regulation

Isabel Hospice, which is registered with the Fundraising Regulator, follows the Regulator's Code of Fundraising Practice and abides by its Fundraising Promise. Three members of the Fundraising Team are members of the Institute of Fundraising.

Supporters have the option to request no further mailings and we abide by such requests immediately.

Individuals

Legacies account for a substantial proportion of Isabel Hospice's voluntary income. Legacy income is hard to predict, but the Charity aims to provide good service and utilise good publicity to enhance the income.

Donations in Memoriam

We continued to receive support from individuals and their families who support Isabel Hospice in memory of their loved ones who were cared for by the Hospice.

Events

We organised a number of successful fundraising events in the year in order to provide charitable income.

Lottery

Our in-house lottery continues to be well supported and continues to generate significant income for the Hospice.

Communications and Marketing Work

The Charity worked closely with others to market Isabel Hospice's services. We developed and widely implemented a new visual identity, multiple newspaper articles, advertising, newsletters and our digital social media presence on Twitter, Instagram and Facebook.



Legal Framework and Statement of Trustees' Responsibilities

The Trustees (who are also Directors of Isabel Hospice Limited in company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and Statements of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information, that the information is accurate and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the Charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. The total number of such guarantees at 31 March 2022 was 11 (2021: 9). The Trustees are members of the Charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the Charity.



Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year.

The Trustees annual report has been approved by the Trustees on 6th September 2023 and signed on their behalf by:

Terry Philpott
Chair of Trustees



Reference and Administrative Information

Trustees:

The Trustees are also members and directors of the Company

T Philpott (Chair)
S Reddy (Vice Chair)
J Quinn
S Fuell
A Reeve
I Williams
D Perry
O Cholak
M Cottrell
R Chrome
D Shirley
I Ellis (Appointed 15th December 2022)

Secretary:

H Glenister

Executive Team:

H Glenister – CEO
T Koramoa – Director of Finance & Resources (Resigned 1st of April 2022)
R Keegan - Director of Finance and Resources (Joined 1st November 2022)
E Paske – Clinical Director (Resigned 31st October 2022)
A Kilduff - Director of Clinical Services (Joined 7th December 2022)
L Hopley - People Director
N Gilbert - Director of Income Generation and Marketing

Registered Office:

61 Bridge Road East Welwyn Garden City Hertfordshire
AL7 1JR

Registered Number:

03056823

Country of Incorporation:

(England and Wales) United Kingdom

Charity Registered Number:

1046826

Country of Registration:

England and Wales

Auditors:

Sayer Vincent
Sayer Vincent LLP Invicta House
108-114 Golden Lane London EC1Y 0TL

Principal Bankers:

The Co-operative Bank
St Paul's House 10 Warwick Lane
London
EC4M 7BP



Independent Auditor's Report

Opinion

We have audited the financial statements of Isabel Hospice Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Isabel Hospice Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of



this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The Trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the Trustees' annual report, the Trustees (who are also the Directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.



Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

27 October 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006



Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2023

	Note	2023					2022			
		Unrestricted £'000	Legacy Reserve £'000	Restricted £'000	Endowment £'000	Total £'000	Unrestricted £'000	Restricted £'000	Endowment £'000	Total £'000
Income from:										
Donations and legacies	2	2,058	595	138	-	2,791	2,066	482	-	2,549
Charitable activities	3	2,223	-	-	-	2,223	1,994	681	-	2,675
Other trading activities	4	3,399	-	-	-	3,399	3,267	-	-	3,267
Total income		7,680	595	138	-	8,413	7,327	1,163	-	8,490
Expenditure on:										
Raising funds	5	3,220	-	-	-	3,220	3,261	-	-	3,261
Charitable activities		4,445	-	269	-	4,713	2,770	1,118	-	3,888
Total expenditure	5	7,665	-	269	-	7,934	6,031	1,118	-	7,150
Net income / (expenditure)		15	595	(131)	-	480	1,296	45	-	1,316
Transfers between funds		-	-	-	-	-	-	-	-	-
Net expenditure before other recognised gains and losses		15	595	(131)	-	480	1,296	45	-	1,316
Gain on disposal of investment property		-	-	-	-	-	-	-	-	-
Gains / (losses) on investments		(206)	-	-	-	(206)	(25)	-	-	(25)
Net movement in funds		(190)	595	(131)	-	274	1,271	45	-	1,316
Reconciliation of funds:										
Total funds brought forward		6,563	-	742	836	8,141	5,292	697	836	6,825
Total funds carried forward		6,373	595	611	836	8,415	6,563	742	836	8,141

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 20.

Balance sheet

Company no. 03056823

As at 31 March 2023

	Note	The group		The charity	
		2023 £'000	2022 £'000	2023 £'000	restated 2022 £'000
Fixed assets:					
Tangible assets	10	2,885	3,103	2,770	2,998
Investments	11	2,231	2,436	2,231	2,436
		5,115	5,539	5,001	5,434
Current assets:					
Stock		81	6	-	-
Debtors	12	867	880	1,247	1,588
Short term deposits		500	349	500	349
Cash at bank and in hand		2,490	2,276	1,977	1,408
		3,939	3,510	3,724	3,345
Liabilities:					
Creditors: amounts falling due within one year	13	555	849	378	703
Net current assets		3,384	2,661	3,346	2,641
Total assets less current liabilities		8,499	8,200	8,347	8,075
Provisions for liabilities	15	84	59	26	-
Total net assets		8,415	8,141	8,321	8,075
Funds:	20				
Unrestricted income funds:					
General funds		94	2,979	-	2,485
Designated funds		6,874	3,584	6,874	3,584
Total unrestricted funds		6,968	6,563	6,874	6,069
Endowment funds		836	836	836	836
Restricted funds		611	742	611	1,170
Total funds		8,415	8,141	8,321	8,075

Approved by the trustees on 6 September 2023 and signed on their behalf by

Terry Philpott
Chair of Trustees

Consolidated statement of cash flows

For the year ended 31 March 2023

	2023 £	£	2022 £	£
Cash flows from operating activities		390		2,324
Cash flows from investing activities:				
Purchase of property, plant and equipment	(28)		(347)	
Proceeds from disposal of property, plant and equipment	2		-	
Movement on short term deposits	(151)		(349)	
Purchase of investments	-		(2,143)	
Net cash (used in) investing activities		(177)		(2,839)
Change in cash and cash equivalents in the year		213		(515)
Cash and cash equivalents at the beginning of the year		2,276		2,791
Cash and cash equivalents at the end of the year		2,489		2,276

Notes to the cash flow statement

Reconciliation of net income to net cash flow from operating activities

	2023 £'000	2022 £'000
Net income (expenditure) (as per statement of financial activities)	274	1,316
Adjustments for:		
Depreciation charges	242	299
(Gains)/losses on investments	206	25
(Increase) /Decrease in stocks	(75)	(4)
Decrease/(Increase) in debtors	12	224
(Decrease)/Increase in creditors	(294)	429
Increase in provisions	25	35
Net cash provided by operating activities	390	2,324

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

a) Statutory information

Isabel Hospice is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is 61 Bridge Road East, Welwyn Garden City, Hertfordshire, AL7 1JR.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charitable company and its subsidiary Isabel Hospice Trading Limited on a line by line basis. The trading company is limited by guarantee and is therefore not owned by the charity. Nonetheless its results have been consolidated as it trades for the benefit of the charity and the two companies are managed on a unified basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The Charity had another good financial year in 22-23 and continued to build up reserves for its property move and inpatient unit development.

Despite investment losses in the year in excess of £200k, the Charity recorded a surplus of £298k and cash and investment balances rose in the year from £5.0m to £5.2m.

The sale of the head office, Milan House, is likely to happen within the financial year 23-24 and the Charity is actively seeking a retail and warehouse building that better suits its operational requirements now, and also provides flexibility for the managed growth it is working towards in the future. It is also planned to develop and modernise the inpatient unit in Welwyn Garden City.

NHS income continues to fall in real terms and high inflation will particularly affect the Charity through pay rise agreements and utility cost increases. These are budgeted to result in a loss of £221k in 23-24. The Charity has sufficient reserves to manage this. A clear plan of action is underway to increase direct fundraising to bridge the growing gap between the cost of charitable services provided and NHS income.

It is expected that the financial year 24-25 will show significant bottom-line improvement, and with the continuing support of philanthropic organisations and their provision of targeted grants, it is not anticipated that there will be a need to cut services.

The Charity has sufficient working capital to provide a contingency if required and the Trustees are satisfied that there are no unmanaged material uncertainties impacting the Charity's ability to remain a going concern for the coming 12 months.

1 Accounting policies (continued)

e) Income

Income (which excludes VAT) is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or when the donor has specified that the income is to be expended in a future period.

1. Clothing and other items donated for resale are included as incoming resources when they are sold.
2. Facilities, services and assets donated for use by the Charity are recognised as incoming resources, at their value to the Charity, when receivable. No amounts are included in the financial statements for the very substantial assistance provided by volunteers.
3. Income from the lottery is recognised as members participate in draws.
4. For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.
5. Income from fundraising events organised by the Charity centrally are recognised when funds are received.
6. Income from charitable activities comes from service contracts and grants and is subject to specific performance conditions. Such income is recognised as it is earned.
7. Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Endowment fund is an expendable endowment arising from a legacy to the Hospice. The legacy gives the trustees discretionary powers to use the endowment to fund capital projects. Any income from the endowment is unrestricted and may be used for the general purposes of the charity.

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of medical, in-patient care and community care undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this Support and governance costs are re-allocated to each of the activities based on direct costs attributable to each activity.

- | | |
|--------------------|-----|
| • Medical | 3% |
| • In-patient care | 24% |
| • Community care | 20% |
| • Support services | 12% |
| • Raising funds | 40% |

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|--|---|
| • Short Leasehold Property | on a straight- line basis over the shorter of duration of the lease and useful economic life. |
| • Plant, Machinery equipment and vehicles. | at varying rates between 10% and 33% on cost. |

The group's policy is to revalue freehold and long leasehold shops periodically so that their carrying value in the accounts represents market value. The gains and losses arising from these revaluations are unrealised and are disclosed separately in the SOFA.

The group's policy is to depreciate revalued properties over a period not exceeding fifty years but, as the residual values of the properties is very high, the cumulative charge for depreciation is immaterial and therefore no charge is included in these accounts.

The group does not revalue freehold properties used for direct charitable purposes. These buildings (but not land), and related improvements, are depreciated over their estimated useful lives, which have been assessed to vary between ten and fifty years.

m) Investments in subsidiaries

Investments in subsidiaries are at cost.

n) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)**o) Stocks**

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

p) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

q) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

r) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

s) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

t) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Non-basic financial instruments are measured at fair value with any gain or loss going to the statement of financial activities. Full details are given in the financial instruments note.

u) Pensions

The group contributes to a number of defined contribution pension schemes and to the NHS pension scheme.

The NHS pension scheme is a multi-employer defined benefit scheme and the assets of the scheme are held separately from those of the charities in an independently administered fund. The Charity is unable to identify its share of this scheme's assets and liabilities and is therefore, as permitted by FRS 102, treated as if it were a defined contribution pension scheme. Pension contributions payable for the year to the various pension schemes are charged to the SOFA.

2 Income from donations and legacies

	Unrestricted £'000	Restricted £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	2022 Total £'000
Legacies	1,765	-	1,765	1,202	-	1,202
Donations in memoriam	227	-	227	286	-	286
Other donations	661	138	799	579	482	1,061
	2,653	138	2,791	2,066	482	2,549

Contingent assets, relating to legacies which have been notified but do not yet meet the income recognition criteria detailed in note 1 of the financial statements, amount to £11,000 (2022: £645,500).

Notes to the financial statements

For the year ended 31 March 2022

3 Income from charitable activities

	Unrestricted £'000	Restricted £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	2022 Total £'000
Main CCG contract	1,969	-	1,969	1,858	-	1,858
Other NHS income	30	-	30	15	-	15
Provision of staff and sundry other income	224	-	224	121	681	802
	2,223	-	2,223	1,994	681	2,675

The total amount claimed under the government Job retention scheme is £nil (2022: £13,300), this was all included within the charity.

4 Income from other trading activities

	Unrestricted £'000	Restricted £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	2022 Total £'000
Fundraising events	488	-	488	422	-	422
Charity shop income	2,672	-	2,672	2,532	-	2,532
Lottery income	235	-	235	214	-	214
Retail, Hospitality and Leisure Government	3	-	3	99	-	99
	3,399	-	3,399	3,267	-	3,267

Notes to the financial statements

For the year ended 31 March 2023

5a Analysis of expenditure (current year)

	Charitable activities						2023 Total £'000	2022 Total £'000
	Raising funds £'000	Medical £'000	In-Patient Care £'000	Community Care £'000	Support Services £'000	Governance costs £'000	Support costs £'000	
Payroll	1,575	209	1,053	1,081	363	-	965	4,782
Premises	570	-	213	108	-	-	99	1,029
Shop expenses	244	-	-	-	-	-	-	226
Transport	17	-	-	-	-	-	-	12
Event costs	-	-	-	-	-	-	-	42
Medical Supplies	-	-	87	-	-	-	-	69
Catering	-	-	98	-	-	-	-	99
Other Costs	289	3	96	39	479	-	69	644
Audit and Accounts preparation fees	-	-	-	-	-	42	-	32
Other Staff costs	25	15	60	24	38	-	72	247
	2,721	227	1,607	1,252	880	42	1,205	7,182
Support costs	482	36	289	241	157	-	(1,205)	-
Governance costs	17	1	10	8	5	(42)	-	-
Total expenditure 2023	3,220	264	1,906	1,501	1,042	-	-	
Total expenditure 2022	3,261	319	1,791	1,240	524	-	-	7,182

5b Analysis of expenditure (prior year)

	Charitable activities						Support costs	2022 Total
	Raising funds	Medical	In-Patient Care	Community Care	Support Services	Governance costs		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll	1,554	189	968	927	410	-	734	4,782
Premises	663	-	228	52	-	-	86	1,029
Lottery prizes	-	-	-	-	-	-	-	-
Shop expenses	226	-	-	-	-	-	-	226
Transport	12	-	-	-	-	-	-	12
Event costs	42	-	-	-	-	-	-	42
Medical Supplies	-	37	32	-	-	-	-	69
Catering	-	-	99	-	-	-	-	99
Other Costs	161	1	102	8	5	-	367	644
Audit and Accounts preparation fees	-	-	-	-	-	32	-	32
Other Staff costs	22	27	39	20	34	-	105	247
	2,680	254	1,468	1,007	449	32	1,292	7,182
Support costs	581	65	323	233	75	-	(1,292)	-
Governance costs	-	-	-	-	-	-	-	-
Total expenditure 2022	3,261	319	1,791	1,240	524	32	-	7,182

Notes to the financial statements

For the year ended 31 March 2023

6 Net income / (expenditure)

This is stated after charging:

	2023	2022
	£	£
Depreciation - owned assets	242	299
Operating leases - rent	342	367
Auditor's remuneration (excluding VAT):		
Statutory audit	25	24
Non-audit services	7	8
	616	698

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	4,547	4,167
Redundancy and termination costs	8	5
Social security costs	413	358
Pension contributions	277	251
	5,245	4,781

The average number of employees, including part-time staff, analysed by function was:

	FTE 2023	Headcount 2023	FTE 2022	Headcount 2022
	No:	No:	No:	No:
Charitable activities				
Medical	2	4	2	4
In-Patient Care	23	40	24	40
Community Care	24	34	22	32
Other Patient Services	10	14	9	12
Total	59	92	57	88
Costs of raising funds				
Fundraising	12	14	11	13
Charity shops	45	78	44	65
Support Services	18	22	16	21
Total	75	114	72	99

	2023	2022
	No.	No.
£60,000 - £69,999	3	0
£70,000 - £79,999	4	3
£80,000 - £89,999	-	1
£90,000 - £99,999	-	-
£120,000 - £129,999	-	-

For one of these employees (2022: one employee), the charity made a pension contribution of £3,179 (2022: £5,236) to a defined pension contribution scheme.

Total employee benefits (including pension contributions and employer's national insurance) received by key management personnel amounted to £485,947 (2022: £298,788).

8 Trustee remuneration and related party transactions

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling nil (2022: Nil) incurred by nil (2022: Nil) members relating to attendance at meetings of the trustees.

The aggregate value of all unrestricted donations from related parties (excluding the gift aid receivable from Isabel Hospice Limited) amounted to nil (2022: £1,924).

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Isabel Hospice Trading distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2023 £'000	2022 £'000
UK corporation tax at 19%	-	-

Notes to the financial statements

For the year ended 31 March 2023

10 Tangible fixed assets

	Freehold property £'000	Short leasehold £'000	Plant machinery £'000	Total £'000
The group				
Cost or valuation				
At the start of the year	3,770	795	358	4,923
Additions in year	-	28	-	28
Disposals in year	-	(34)	(16)	(50)
At the end of the year	3,770	789	342	4,901
Depreciation				
At the start of the year	1,162	598	62	1,823
Charge for the year	105	54	83	242
Eliminated on disposal	-	(32)	(16)	(48)
At the end of the year	1,267	620	129	2,016
Net book value				
At the end of the year	2,503	169	213	2,885
At the start of the year	2,608	197	367	3,104
The charity				
Cost or valuation				
At the start of the year	3,770	304	358	4,432
Additions in year	-	9	-	9
Disposals in year	-	-	(16)	(16)
At the end of the year	3,770	313	342	4,425
Depreciation				
At the start of the year	1,162	240	62	1,465
Charge for the year	105	18	83	206
Eliminated on disposal	-	-	(16)	(16)
At the end of the year	1,267	258	130	1,655
Net book value				
At the end of the year	2,503	55	212	2,770
At the start of the year	2,608	64	103	2,774

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2023

11 Investments

	The group		The charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Fair value at the start of the year	2,436	318	2,436	318
Additions at cost		2,143		2,143
Disposal proceeds	-	-	-	-
Net gain / (loss) on change in fair value	(206)	(25)	(206)	(25)
Fair value at the end of the year	2,231	2,436	2,231	2,436

Investments comprise:

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Shares listed on the London Stock Exchange	2,231	2,436	2,231	2,436

12 Debtors: amounts falling due within one year

	The group		The charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	restated £'000
Trade debtors	40	32	35	27
Prepayments	159	168	66	67
Other debtors	151	166	84	86
Accrued income	518	514	516	509
Due from Isabel Hospice Trading Limited	-	-	546	899
	867	880	1,247	1,588

13 Creditors: amounts falling due within one year

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	284	519	156	417
Other creditors	25	26	25	26
Taxation and social security	143	143	119	122
Accruals	96	149	71	127
Deferred income (note 15)	7	11	7	11
	555	849	378	703

Notes to the financial statements

For the year ended 31 March 2023

14 Provisions for liabilities

	The group		The charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
At 1 April 2021	58	24	-	-
Added in the year	26	34	26	-
At 31 March 2022	84	58	26	-

All leased premises are kept in a good state of repair, but the company has obligations under its leases to redecorate periodically and to leave the premises in a previously-agreed condition. Having assessed the current condition of its properties, the directors consider that, at the balance sheet date, the cost of any such remedial works would not exceed £77,698 (2022: £58,935) and so a provision for this sum has been included in these accounts.

15 Deferred income

Deferred income of £11k represents lottery receipts for draws that have not taken place at the balance sheet date (2022: £2k, 2021: £60k), and lottery licence fee income (2022: £9k, 2021: £12k).

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Balance at the beginning of the year	11	72	11	72
Amount released to income in the year	(11)	(72)	(11)	(72)
Amount deferred in the year	7	11	7	11
Balance at the end of the year	7	11	7	11

Notes to the financial statements

For the year ended 31 March 2023

16 Isabel Hospice Trading Limited

The principal activity of Isabel Hospice Trading Limited (whose company number is 02417607) is the sale of purchased and donated articles. A summary of the trading results is shown below:

	2023	2022
	£'000	£'000
Turnover and other operating income	2,561	2,507
Cost of sales and administrative costs	(2,305)	(2,202)
Net profit	256	304
Total retained earnings brought forward	94	94
(Loss) / Profit for the financial year	256	304
Gift aid distribution to the charity	(256)	(304)
Total retained earnings carried forward	94	94

During the year, the trading company paid to the Parent Charity £160,000 (2021: £160,000) for property rent and support services provided by Charity.

The assets and liabilities of the trading subsidiary were:

	2023	2022
	£'000	£'000
Tangible assets	114	134
Current assets	760	1,065
Creditors within one year	(722)	(1,045)
Provisions for liabilities	(58)	(59)
Aggregate net assets	94	94

17 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2023	2022
	£'000	£'000
Gross income	5,840	6,020
Result for the year	52	912

18 Pension scheme

NHS Pension Scheme

The charity operate an NHS Pension Scheme. The scheme is an unfunded, defined benefit scheme that covers NHS employees, general practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable each body to identify its share of the underlying scheme assets and liabilities. Therefore the scheme is accounted for as if it were a defined contribution scheme.

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary’s Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2022, is based on valuation data as 31 March 2021, updated to 31 March 2022 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay.

The 2016 funding valuation also tested the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. There was initially a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

HMT published valuation directions dated 7 October 2021 (see Amending Directions 2021) that set out the technical detail of how the costs of remedy are included in the 2016 valuation process. Following these directions, the scheme actuary has completed the cost control element of the 2016 valuation for the NHS Pension Scheme, which concludes no changes to benefits or member contributions are required. The 2016 valuation reports can be found on the NHS Pensions website at <https://www.nhsbsa.nhs.uk/nhs-pension-scheme-accounts-and-valuation-reports>.

Notes to the financial statements

For the year ended 31 March 2023

19a Analysis of net assets between funds (current year)

	General funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fixed assets		2,292	593	-	2,885
Investments	2,231	-	-	-	2,231
Net current assets	1,431	1,100	18	836	3,385
Provisions for liabilities	(59)	-	-	-	(59)
Net assets at 31 March 2023	3,603	3,392	611	836	8,441

19b Analysis of net assets between funds (prior year)

	General funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fixed assets		2,484	619	-	3,103
Inv	2,436	-	-	-	2,436
Net current assets	602	1,100	123	836	2,661
Provisions for liabilities	(59)	-	-	-	(59)
Net assets at 31 March 2022	2,979	3,584	742	836	8,141

Notes to the financial statements

For the year ended 31 March 2023

20a Movements in funds (current year)

	At 1 April 2022 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 March 2023 £'000
Endowment funds	836	-	-	-	836
Restricted funds:					
<i>Capital development funds:</i>					
Building appeal	619	-	(26)	-	593
<i>Service delivery funds</i>					
Community Services Big Lottery Fund	-	12	(12)	-	-
Equipment	-	10	(10)	-	-
Family Support	1	62	(45)	-	18
Other	107	47	(154)	-	-
Training	14	7	(21)	-	-
Total restricted funds	742	138	(269)	-	611
General funds	2,979	7,680	(7,871)	(2,695)	94
Designated funds:					
Fixed Asset fund	2,484	-	-	(192)	2,292
Risk Reserve Fund	1,100	-	-	-	1,100
Legacy Reserve	-	595	-	-	595
Building Reserve	-	-	-	2,887	2,887
Total unrestricted funds	6,563	8,275	(7,871)	-	6,968
Total funds	8,141	8,413	(8,139)	-	8,415

The narrative to explain the purpose of each fund is given at the foot of the note below.

20b Movements in funds (prior year)

	At 1 April 2021 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 March 2022 £'000
Endowment funds	836	-	-	-	836
Restricted funds:					
Hospice UK	-	681	(681)	-	-
<i>Capital development funds:</i>					
Building appeal	645	-	(26)	-	619
<i>Service delivery funds</i>					
Community Services Big Lottery Fund	-	124	(124)	-	(1)
Equipment	-	15	(15)	-	
Family Support	-	54	(51)	-	2
Day Services	-	4	(4)	-	(1)
Other	36	270	(199)	-	106
Training	16	16	(18)	-	14
Total restricted funds	697	1,163	(1,118)	-	742
General funds	1,783	7,327	(6,056)	(75)	2,979
Designated funds:					
Fixed Asset fund	2,409	-	-	75	2,484
Risk Reserve Fund	1,100	-	-	-	1,100
Total unrestricted funds	5,292	7,327	(6,056)	-	6,563
Total funds	6,825	8,490	(7,174)	-	8,141

20 General funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for the other purposes.

Designated funds

The Fixed Asset fund is represented by fixed assets, net of associated liabilities and after deducting amounts included within the revaluation reserve and those other assets where use has been restricted. Transfers are made between funds to maintain the carrying value.

As a result of the material surplus generated by the Charity in the 2020/21 financial year, the Trustees have decided to allocate some of the surplus to replenish the Risk Reserve Fund up to the minimum required of £1.1m. The risk reserves fund is held to manage the risk of potential fluctuations or underperformance in key income streams.

The building reserves fund has been established as the Hospice saves for development, extension and modernisation of the In Patient Unit, and a new retail/ warehouse/ HO building. The new retail and HO building will give us the efficiencies and other improvements that come from working on one site, as well as providing a much needed increase in warehouse space for our expanding retail estate. As at the date of the Accounts early estimates are if the retail building is purchased the cost of both buildings, net of sale of the current retail / HO building, along with moving fees and other ancillary costs is likely to match or exceed the amount of this fund. The aim is to secure buildings fit for the hospice for decades to come in a financially prudent manner.

The legacies reserve was set up in 22-23 as the amount of legacy income above budget in that year. The intention is to add to it whenever legacy income, which is highly unpredictable in nature, exceeds budget. The Board will ensure this money can only be spent on key projects providing long-term benefit for the users of the Hospice's services.

Endowment funds

The endowment fund is an expendable endowment arising from a legacy to the Hospice. The legacy gives the trustees discretionary powers to use the endowment to fund capital projects. Any income from the endowment is unrestricted and may be used for the general purposes of the charity.

Restricted funds

The Building Appeal fund represents the proceeds of a special appeal that have been utilised to construct an annex to the In-Patient Unit. The balance is reduced as the related assets are depreciated.

The Community Services fund comprises a grant from the Big Lottery Fund to help expand a "hospice at home" service and various small grants to help fund the provision of patient care in the community and at home. The grants are principally used principally to help pay the staff employed for those purposes.

The Equipment Fund comprises donations and grants received to purchase specific items of equipment.

The Family Support fund has been established by a grant from BBC Children In Need and other smaller grants to help fund the provision of bereavement counselling. Again the grants are principally used to help pay the staff employed for that purpose.

The Day Services fund is represented by grants received to help fund the provision of specific services at the Charity's day centres.

The Welfare Benefits Service fund was created by one specific grant to help fund the provision of welfare benefits advice to the terminally ill and their carers; the Charity has engaged the Citizens Advice Bureau to provide this service.

The Training fund was established from grants received to assist with the provision of clinical training of doctors and nurses throughout the charity.

Hospice UK Grants have been made available to allow the hospice to make available bed capacity and community support from April 2021-March 2022, to provide support to people with complex needs in the context of the COVID-19 situation.

Transfer of funds relate general funds cover of over spend on restricted projects and replenishment of the Risk Reserve Fund.

21 Operating lease commitments

The following payments are committed to be made by the group and the Charity for land and buildings:

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Less than one year	177	283	19	17
One to five years	401	654	23	52
Over five years	654	817	-	-
	1,231	1,754	42	69

22 Legal status of the charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

ISABEL HOSPICE LIMITED

England & Wales - Charity number 1046826

Accounts

Company Number: 03056823

Charity number: 1046826

Isabel Hospice Limited

Trustees' Annual Report and Financial Statements
For the Year Ended 31 March 2022



Finance to revise to final Contents

Trustees' Annual Report and Financial Statements for the Year Ended 31 March 2022

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Foreword from the Chair

The beginning of 2021-22 started with our shops closed, face to face fundraising activities had ceased and some of our clinical services were limited to being virtual in response to Government lockdown requirements to reduce the spread of coronavirus (COVID-19). As restrictions lifted, we opened our shops, we and the community gradually started event fundraising, and our services began to settle to the “new normal”. Responding to the coronavirus (COVID-19) pandemic required considerable change for some of our clinical services. We have taken the learning and embedded it into our operations to enable us to support more patients with palliative care and end of life needs. A particular example is our Living Well Services where we have introduced a blended approach of virtual and face to face groups/sessions which are known as an episode of care and run for 4 to 8 weeks. Once the episode of care is completed, the patient is invited to transition to our Compassionate Community team to access the social cafes and groups.

Financially, Isabel Hospice started the year with a deficit budget of £465k but finished the year with a surplus of £1341k. This was largely due to the receipt of Government grants (Retail, Hospitality and Leisure Grants, Monies from NHS England (distributed by Hospice UK), legacies for which we are extremely grateful that exceeded budget and a better contribution from Isabel Trading Ltd than expected.

During 2021-22, 1854 people used our services which was an increase on the previous year of 1619. Increases were observed across all of our services. Of particular note was the number of attendances at our Living Well Services (face to face and virtual) which increased by almost a 1000 from 1745 in 2020-21 to 2701 in 2021-22.

Our vision is **Outstanding Palliative Care for All**. During 2020-21 we revisited our strategy and identified three strategic themes to deliver our vision:

- **Empower** a dynamic, agile organisation to include being financially sustainable and resilient.
- **Enable** an outstanding organisation that delivers care in any setting and is seen as a leader in our field(s).
- **Engage** with stakeholders and each other

Work has progressed in 2021-22 under each of these themes to deliver our strategy 2021-26.

Looking forward, the charity faces a number of challenges. Rising inflation and cost of living and its potential effects on donation levels and our operating costs could well impact on the charity's finances. The charity will be looking at different ways of generating income from fundraising and the retail contribution and looking at whether it can turn some assets into additional diverse income generation schemes. In addition it is likely that more people will need palliative and end of life care and support. We will continue to look at finding ways in which we can support more people within our current financial envelope.

The work of Isabel Hospice could not be delivered without the amazing staff and volunteers, and the support of the community. The Board would like to thank the staff for being responsive and agile in responding to the required changes and being compassionate to each other. We would like to thank the volunteers who so willingly give their time, and our community for supporting us in all sorts of ways but in particular, by providing the much needed funds to enable the Hospice to continue to deliver its services. Thank you to all our supporters.

Terry Philpott
Chair

Date 28 September 2022



Trustees' Annual Report for the Year Ended 31 March 2022

The Trustees are pleased to present their annual report (which, for the purposes of company law, includes the strategic report and the directors' report) and the audited financial statements for the year ended 31 March 2022.

These financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2015). The financial statements include the results of the charity's trading subsidiary, Isabel Hospice Trading Limited.

Objectives and activities

The charity's purpose as set out in the objectives contained in the company's memorandum of Association is "to provide palliative care and support for those suffering from life-limiting illnesses, as well as support for their families and carers, in the boroughs of Welwyn Hatfield and Broxbourne and the District of East Hertfordshire".

To deliver this objective we provide a range of services to support patients and their families. Some of these services are illustrated in the following patient story.

Patient Story – Janet Howe



Our Living Well with Isabel therapy services focus on supporting your emotional wellbeing, as well as your physical wellness, offering care, comfort and confidence when you most need our help.

Retired registration admin officer Janet Howe turned to the Hospice after being diagnosed with stage 4 lung cancer in June 2021. At the time she reached out to us, the 74-year-old said she had sunk into a very dark place, but the Hospice's support has been transformative.

"Immediately after I was given the diagnosis, it was like the lights went out," she said. "I was told I had about three months to live and then I disappeared into the [NHS] system and heard nothing for 10 weeks.

All I knew was my case was being passed from one team to another and I didn't understand why. I felt really



unwanted.”

Janet, a grandmother of five, kept her diagnosis and the emotional toll it was having on her to herself in a bid to protect her husband, Mike. Her three sons were better able to cope with the news and began to suggest a few practical ways of support. Eventually though, after reaching her lowest ebb, Janet plucked up the courage to contact the Hospice.

“I’m one of these people who is always protecting others and I convinced myself I had to stay strong, but in reality I was absolutely desperate,” she said. “I wasn’t being open with my emotions to anybody and I felt completely lost. It was honestly the worst time of my life. I tried desperately hard to be strong, to think about the future but I didn’t know where to turn. Then out of the blue I decided to ring Isabel Hospice.”

Janet spoke to Gail, one of our Clinical Nurse Specialists, who visited her at home to speak to her and Mike about what had been happening.

“Most people think the Hospice is the last resort. It’s where people go to die. That was my (Janet’s) thought, but goodness me how wrong was I. Gail explained to us that it wasn’t about giving up, or admitting defeat, but learning to make the very best use of the very last second we have together. It was such a positive message.”

Janet, who lives in Tewin, was invited to attend our eight-week Living Well with Isabel wellbeing course at our Hall Grove hub in Welwyn Garden City as well as a course of complementary therapy.

“First of all, I was able to meet other people in the same position as myself. And far from feeling sorry for ourselves we had a chat and a laugh. It started to feel like normal life again and made me realise this is what I wanted. My life has been a really happy, joyful one and I didn’t want it to end in this shadow. The Hospice showed me I still had a life to live, I still had something to give and I could create something new even at this stage of my life. I really appreciated being able to ask direct questions – things that would be unspeakable in day-to-day life because we are all so afraid to speak about the end of life. I got honest answers and nobody ever glossed over anything. They gave me the truth, which is what I wanted, so I could come to terms with things in my own way.”

Janet, a former nursery school head teacher, said the things she has learned from attending the wellbeing course have spilled out into other aspects of her life.

“It really has been life-changing and I’m so thankful for that. I live in a village and it’s given me the confidence to widen my social circle and make new friends. I’ve started a knitting group on a Monday morning at our local pub where very little knitting gets done because we’re too busy having such outrageous fun.”

“None of that would have happened if it weren’t for Isabel Hospice shining a light in a very dark place. They’ve shown me there is still fun to be had and gave me the support I needed to get back out there and start enjoying life again. That was such an important lesson and I’m so glad I had the courage to phone up that day. “

“The cancer rarely gets a thought these days, it’s not on my mind because other things have replaced it. I’m too busy living my life. I’m looking forward to the spring and making plans for the future. Every day presents an opportunity and I’m determined to seize it.”



Our Services During 2021-22

During 2021-22 following our response to the Covid Pandemic we were able to review our Clinical services and rebuild our Living Well with Isabel (LWWI) services. An update on our Clinical Services is described below.

Community Care

As we move towards a new normal post pandemic, we have adapted our Clinical Nurse Specialist (CNS) community care through a blended approach of remote and face to face consultations. Patients are triaged over the telephone and those patients with complex symptoms are offered a home visit. This flexible approach has enabled us to increase the number of patients seen by the service to 1,233 (up from 1,115 in 2020-21). Our Heart Failure CNS continues to provide support and advice to patients in the community and delivers education to the CNS team in Heart Failure symptom management.

Our Hospice at Home team, consisting of registered health care professionals (nurses and paramedics) and health care assistants, provide a Virtual Ward. In collaboration with the community district nursing team, they enable patients to be cared for and die at home. This was particularly important during the last year as visiting restrictions in many healthcare facilities continued.

Our Compassionate Neighbours support those lonely and at risk of isolation. We have trained 207 compassionate neighbours and training days are run monthly. The team work closely with other healthcare providers in the community such as social prescribers and community navigators. We run compassionate communities' cafes and social meet up groups across East Hertfordshire which are open to all.

Living Well

This service offers a variety of options to support people living with serious, long term and life limiting conditions, and their loved ones. During 2021-2022 we have gradually rebuilt our Living Well with Isabel (LWWI) Service and are now offering a blended approach of virtual and face to face groups/sessions. Each group/session is known as an episode of care and will run between 4 to 8 weeks. Once the episode of care is completed the patient is invited to transition to our Compassionate Community team to access the social cafes and groups such as Tai Chi and Qigong.

Last year we explored new venues in the Bishops Stortford and surrounding areas and are delighted to have secured the Methodist Church Hall on South Street. The building has recently undergone extensive redevelopment to ensure accessible entry and they have created a very functional café area.

Our new Wellbeing course which replaces our pre Covid service model offers a supportive intervention, wellbeing therapy and exercise and relaxation for patients. These group sessions are being delivered at Welwyn Garden City, Waltham Cross and Bishops Stortford and have been running throughout 2021-2022 with great success.

Inpatient Unit

Our In-Patient Unit (IPU) based in Welwyn Garden City offers 8 beds for specialist symptom management and end of life care. We have continued to care for patients throughout 2021-2022 including those who have tested positive to Covid-19. We have been able to lift some visiting restrictions whilst maintaining a COVID-19 safe environment. Access has remained in place for families to visit their loved ones at the end of life.



Medical Services

In 2022 we undertook a review of our medical team, developed a job description and work plan and sought approval from the Royal College of Physicians to advertise and recruit a Specialist Doctor/Medical Lead. Our medical team work as part of our clinical services supporting patients and professionals in every aspect of our patient care.

In 2022 our medical team organised placements for medical students from Cambridge University as part of their pre-registration medical training. Our medical team also provide education and support Junior Doctors and GP Trainees through their Hospice rotation.

24 Hour Advice Line

Clinical advice and support for patients, their families/carers and professional colleagues about any palliative care and /or end of life care issue, irrespective of person's diagnosis and whether they are known to us.

Family Support

We support patients and their families as they cope with the diagnosis of a life limiting illness through into bereavement. We provide telephone support for adults and children through individual and group sessions. Remote consultations have proved particularly popular with the children and young people we support. Face-to-face counselling sessions can be arranged if circumstances necessitate this. We offer spiritual care and also now have a dedicated counsellor offering psychological support at our In-Patient Unit.

Education

We support our community and healthcare partners by providing an extensive range of clinical education programmes. These programmes enables the charity to share its knowledge, experience and expertise in specialist palliative care with other providers of care in the area and contributes to our ambition to improve the end of life care for all people. In 2021-2022 our education team has delivered a full programme of education internally and externally. We have also been able to deliver more face-to-face education in Covid secure environments. Isabel Hospice continues to provide a Care Home Educator to support the staff in Nursing Homes to deliver Palliative and End of Life Care to their residents in Eastern Hertfordshire.

In 2021 we were able to recruit another Clinical Educator. We have continued to work collaboratively with Garden House Hospice education team to delivery our external education programme. Altogether 233 education sessions were delivered in 2021-22, attended by 1704 people. This included 112 to external education sessions. The focus of internal training has been to continually develop our staff in all areas, which has included clinical practice, leadership programmes, and aspects of volunteering roles. We are proud to have increased our compliance with statutory mandatory training to over 95% which is a great improvement on previous years.



Public Benefit

The Trustees have reviewed the Charity Commission guidance on Public Benefit and are confident that the charity meets the requirements, specifically:

- All services to patients and families are provided free of charge
- We work closely with GPs and other healthcare professionals as we seek to try to ensure that everyone in the last year of their life is identified and referred to, and able to access, the right services to meet their needs
- We seek to identify specific groups who may find it harder to access services and develop specific approaches to engage them and ensure their needs are met. In the current year, for example, we have extended our reach to those working with people with learning disabilities and also the Lesbian Gay, Bisexual Transgender (LGBT) community.

All services are provided free of charge irrespective of social, economic, ethnic or religious background and are for the public benefit. To fund these activities, the charity has to raise the majority of its funding from the communities it serves and we continue to rely on the generosity of local people through a wide range of fundraising and giving, including:

- Individual Donations, in memory gifts, regular giving and legacies
- Grants from Trust funders
- A wide range of fundraising events
- A Lottery
- 16 charity shops and an eBay shop operated by our trading company which passes all of its profits to the charity

We also have a service contract with the East & North Herts Clinical Commissioning Group (CCG) that provides 31% of our income.

The charity continues to rely on support from over 548 active volunteers who make a substantial contribution to income generation and service delivery. The charity could not provide its services without their time and skills.

Vision, Strategic Aims and Values

Strategy

During 2020-21, the Isabel Hospice Strategy for 2021-2026 was identified. During 2021-22 a situational analysis was undertaken to determine whether there should be any changes to the strategy to respond to opportunities and threats. No changes were identified.

Vision

Our vision is **Outstanding Palliative Care for All.**

We will deliver outstanding palliative care through our services, and work in partnership with others including patients, GPs, NHS community providers, NHS acute hospitals, Nursing and Residential Homes, Carers, Patient' Relatives and other Third Party Providers to enable them to deliver palliative care that meets patient needs. We need to remember that the provision of end of life care is the responsibility of statutory bodies, however, the hospice has a key contribution to this particularly in the area of specialist palliative care.



Strategic Themes

We have identified three strategic themes to inform and drive everything we do for the vision to be delivered, and these are;

- **Empower** a dynamic, agile organisation to include being financially sustainable and resilient.
- **Enable** an outstanding organisation that delivers care in any setting and is seen as a leader in our field(s).
- **Engage** with stakeholders and each other

The challenges we are addressing, what we will do (**areas that have been addressed are emboldened and given a ✓**), what we have done in 2021-22 and measures of success identified for 2026 are summarised below under each strategic theme.

Empower

The Challenge	Strategic Theme	What we will do	What we have done in 2021-22	Measures of success
We cannot generate sufficient income to cover the costs of the ever increasing need for our services doing what has worked in the past. Isabel Hospice "as is" cannot sustain the anticipated growth. Our workforce needs to be empowered and driven to enact change	Empower a dynamic, agile organisation to include being financially sustainable and resilient	*Develop a skilled, focussed, high performing and committed workforce and volunteers ✓ *Leverage high quality data to drive informed decisions ✓ *Charge for non-core services *Be efficient with costs and expenditure ✓ *Improve legacy income predictions e.g. investigate legacy insights ✓ *Increase our income *Reduce operating costs from HO *Review Governance structure to ensure it supports an agile business ✓ *Develop succession plans for employees ✓	*Introduced and learning and development programme for all staff. *Introduced a reward and recognition programme *Identifying data to inform decision making in People and Clinical *Expenditure was below budget *For the first time used Legacy Foresight to predict legacy income. 91% of that predicted was realised. We now need to look at trends for future years. *The Terms of Reference of Committees are being reviewed *Succession plans identified for Finance and Clinical	By 2026 we have: *Diversified into other income streams *Increased numbers of active volunteers to 75% of registered volunteers in month *Better understand our volunteer requirements and diversified our base to meet these needs *Met our KPI targets for employee satisfaction, (sickness, retention and empowerment etc.) *Expenditure is no more than 80% of income *Free reserves (cash and liquid assets) are equivalent to 6 months of expenditure *Fundraising income has increased to £ 3 million per annum *Trading company contribution is in excess of £1million per annum



Enable

The Challenge	Strategic Theme	What we will do	What we have done in 2021-22	Measures of success
Our organisation needs to be outstanding in everything we do. We also need to leverage new technology to reach people in new ways and improve our business at every level.	Enable an outstanding organisation that delivers care in any setting and is seen a leader in our field	*Build on new and novel ways of engaging with system partners and primary care borne out of COVID e.g. webinars/ virtual sessions ✓ *Efficiently continue virtual community care where applicable ✓ *Find new, innovative ways to deliver income ✓ *Become an employer of choice *Find new ways to understand and measure patient satisfaction ✓ *Assess accreditation options ✓	*Most meetings with system partners are now virtual which reduces travel time and expenses. *Virtual community care has continued; 63% of interactions were virtual. *There is a particular focus on Corporate Fundraising for 2022-23. *Reviewing measures to understand Patient satisfaction *Have assessed accreditation options and identified preferred option.	By 2026 we have: *Delivered outstanding services *Identified 4 key success areas from staff survey and improved those vs 2021 results *Patient satisfaction remains above 95% *60% of our consultations are virtual *Delivered outstanding donor and retail experiences

Engage

The Challenge	Strategic Theme	What we will do	What we have done in 2021-22	Measures of success
We need to find ways to collaborate successfully externally (e.g. other hospices, NHS, Universities) and ensure better internal collaboration to support this	Engage with our stakeholders and each other	*Decide whether to merge with GH hospice ✓✓ *Work with the NHS to deliver valued services that they are willing to fund ✓ *Collaborate with external partners as widely as possible e.g. University of Hertfordshire ✓ *Benefit through economies of scale through greater collaboration and partnership with other hospices ✓ *Investigate outsourcing *Engage in new ways of working ✓ *Build partnerships with local organisations to enable a strong community presence and drive awareness ✓ *Improve our internal communications ✓	*Complete – not merging with GH hospice *During 2021-22 NHS have agreed to fund CNS Heart Failure Services *Partnered with Herts Regional College for placements as volunteers. *Started to build partnerships to enable a strong community presence – e.g. Healthwatch, all councillors. To be developed further through Equity, Diversity and Inclusion Work. *Collaborated with GH Hospice on Fundraising Events to reduce costs. *Staff and Volunteer Engagement Survey suggests that internal	By 2026 we have: *Increased perceived level of NHS funding due to offering services they value *Built a partnership with the University of Herts and other businesses *Merged with GH or partnered with another organisation to reduce operating costs and improve patient services *Increased employee survey internal comms results



			communications has improved. There is still work to do and this is an area of focus in 2022-23.	
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Our Values

Our values are at the heart of how we work in every setting – between staff, within teams, with volunteers, how we treat patients and families and how we engage with partner organisations and suppliers. These are:

Values	Explanation
Care	Everything we do shows we support and care about everyone
Together	We are collaborative and inclusive in our approach
Respect	We respect the contribution that everyone is able to make
Responsive	We are responsive to people's needs
Dynamic	We challenge existing practices and strive to continuously improve.

Together we care is our strapline captures the essence of our approach as a charitable hospice

- Every aspect of our care and support is delivered in partnership – with patients, families & loved ones, other professionals.
- Every member of staff and volunteer plays a crucial role in making our care possible
- We work with our communities and our partners.

Achievements and Performance

The selected metrics listed below are illustrative of the scale and scope of the services provided. Whilst the challenges of the pandemic remained, the charity's multi-disciplinary teams of staff and volunteers have continued to keep our patients and their families safe and provide a high standard of care. During 2021-22, a higher number of people used our services compared with 2020-21. The proportion of patients with cancer had increased slightly. Of particular note is that attendances at Living Well sessions had increased from 1715 in 2020-21 to 2701 in 2021-22, which reflected the opening of services across the locality.

Metric	March 2022	March 2021	March 2020	March 2019
Total people using our services	1,854	1,694	2,339	1,855
Patients	1,435	1,318	1,834	1,441
Family support clients*	564	488	630	596
Admissions to In-Patient Care	257	228	222	183
Patients cared for by Hospice at Home	357	359	287	298
Patients cared for by Clinical Nurse Specialist	1,233	1,115	1,198	1,162
Patients cared for at Living Well	343	269	601	573
Attendances at Living Well sessions	2,701 Telephone, face to face	1,715 Telephone, face to face	6,334	6,078



	and virtual	and virtual		
Cancer / Other diagnosis	61%/39%	59%/41%	54%/46%	59% / 41%
Average days from referral to death	142 days	133 days	120 days	106 days

*Family support clients – 279 were adult family members, 134 children and 151 patients.

(Further details of our services with activity, quality and performance data can be found in our annual Quality Account, prepared for NHS partners)

Clinical Quality Priorities for 2022-2023

Our clinical strategic objectives are:

- Enable an outstanding patient journey
- Engage and integrate with the wider health and social economy
- Empower staff to deliver outstanding care
- Engage to enable and empower a compassionate community

Enable an outstanding patient journey

Implement Patient Safety Partners

The patient safety strategy was developed in 2019 to continuously improve patient safety with the aims of promoting key safety measurement principles and support learning from incidents. Part of the framework is to introduce Patient Safety Partners (PSPs). This relates to the role that patients, carers and other lay people can play in supporting and contributing to a healthcare organisation's governance and management process for patient safety. We recognise the importance and insight that these individuals can bring to the organisation in relation to patient safety and we plan to identify and work with a PSP to support safety across the hospice. This will be through involvement at patient safety meetings and projects.

Review and redefine referral and triage pathway

The East and North Hertfordshire End of Life Palliative Care single point of access delivery group was established at the end of 2021. The aim of this group is to develop a single point of access that provides integrated triage function and care co-ordination for people who have been identified at end of life. Isabel Hospice is an integral part of this project with the aim of ensuring the person receives the right intervention at the right time by the right professional. This year, we will be working with our palliative healthcare colleagues to streamline the referral and triage pathway for our patients.

Engage and integrate with the wider health and social economy

Extend community reach and establish links with those supporting seldom heard groups.

Our Compassionate Communities approach has enabled us to support social interaction within the community for those affected by death, loss and isolation. We are keen to continue this work and increase social contact across Eastern Hertfordshire, particularly for those groups who are not provided with the opportunity to engage with services... Research has shown that the Covid19 pandemic has widened the equality gap for certain communities. We plan to extend the roll out of the community approach by inviting people to be involved, either directly or through community leaders; try to understand the barriers that certain groups face in palliative care and find forms of engagement that works for different groups or individuals.



Empower staff to deliver outstanding care

Establish rotations of clinical staff across the settings

During the planning of our clinical strategy, we held a focus group and one of the common themes that staff felt would be beneficial was the introduction of staff rotations across the clinical areas. Rotations will provide staff with the opportunity to gain diverse clinical experience across community, living well and in patient settings. The aim is to enable a flexible and adaptable workforce and provide staff with the opportunity to develop their clinical skills. It is hoped that this will help increase confidence and competence leading to career progression and improved cohesiveness between teams.

Engage to enable and empower a compassionate community

Re-introduce Nurse Led clinics into the community

Prior to the Covid19 pandemic, we held several Nurse led clinics in the community. We had to cease these very popular sessions due to Covid restrictions. Historically, the clinics were well received as they provide patients and their families the opportunity to attend a clinic and discuss their current issues and treatment plan face to face. For those patients able to travel, it also allows our Clinical Nurse Specialist to see many patients within a short period of time. We plan to re-introduce these clinics alongside our Living Well service in our Welwyn hub and Bishops Stortford hub.

Hospice Information Days

Early referral to a hospice can provide many benefits for palliative patients including a timely holistic assessment and symptom management. An early hospice referral can improve a patient's quality outcome by enabling an individualised approach to care. However, hospice is often a frightening word for people. We are planning to hold information days around hospice care for the public. This will introduce hospice services providing an overview of the wide range of services a hospice can offer and dispel the myths. This is going to be undertaken by collaborative approach between our Clinical Nurse Specialist and Living Well Service.



Fundraising

Fundraising Achievements 2021-22

We are extremely grateful for all the financial support that we have received from our community during 2021-22.

The Coronavirus pandemic continued to affect our fundraising activities during 2021-22 however we delivered income of £1.7m (excluding legacies) which was above budget by £26k.

Our fundraising efforts, combined with cost saving initiatives and staff vacancies, produced a strong year, despite the ongoing pandemic. This success was driven by a number of factors:

- Implementation of new events and activities including Fountain to Fountain
- Extending our Xmas Tree Recycling initiative which exceeded expectations
- A strong year for online in-memory fundraising
- Existing supporters giving significantly more this year due to strong financial asks and stewardship

However our fundraising efforts were hampered by other factors which affected our overall fundraising income:

- Lower take up for existing events by our supporters
- The recruitment of canvassers for the Lottery by our partner, Local Hospice Lottery, has been difficult so affected the number of people signing up to the lottery which will affect our income in the immediate future.
- A significant grant from the National Lottery for Hospice at Home came to an end
- Staff vacancies in a few key posts

We have had a strong year for legacy giving which delivered income of £1.2m which was above budget by £225k.

Fundraising objectives 2022-23

The increase in the cost of living presents an uncertain landscape for fundraising. As such, Isabel Hospice anticipates a further challenging year in 2022-23, especially with Individual Giving.

Whilst our 40th anniversary year will provide us with a few more opportunities to organise events and activities, we expect the number of people signing up to these events to be lower than the years prior to the pandemic due to current economic challenges and uncertainty.

We are, however, expecting the number of community/corporate events and activities and funding from trusts and foundations to remain buoyant due to our ongoing relationship with them.

Our key objectives for the year will be to:

- Raise £2.15m through fundraising activities & £1.2m through legacies through growing and diversifying our Fundraising income streams and introduce new fundraising activities and initiatives.
- Improve data knowledge/understanding through improving supporter care and reaching and engaging new donors.



Retail / Charity Shops

Retail Achievements 2021-22

The Retail/Charity shop business is overseen by the Board of Isabel Hospice Trading Limited, a subsidiary of the Charity. We are extremely grateful for all the support that we have received from our community during 2021-22 – this includes those who donated goods to us and those who purchased items in our stores and online.

Despite our shops being closed at the beginning of the financial year due to the pandemic, we finished the year in a strong position with £2.5m income being raised, which exceeded the budget by £61k. Isabel Hospice Trading Limited were able to contribute £428k vs budget of £247k (+73%) to Isabel Hospice Limited.

This success was driven by lower expenditure costs and £99k of income through the Retail, Hospitality and Leisure Grant Fund, Restart Grants and Furlough. We also had the following achievements:

- We increased Bought In Goods including Ling Greetings Cards, Faith In Nature and 2022 Diaries
- We launched new initiatives for stock generation – Mobile Donations Days and Saturday Openings
- We increased trading hours for shops in Bishops Stortford, Welwyn Garden City, Hoddesdon, Hertford and Haldens (Monday openings) providing incremental income.
- Our Galleria store was shortlisted to Top 12 for Charity Retail Awards 2021 Best Windows (national competition) We celebrated 30th Birthday for Bishop's Stortford shop and 25th Birthday for Hatfield shop

However our efforts were hampered by other factors which affected our overall income:

- We were unable to recruit enough volunteers following the pandemic.
- We closed our Hoddesdon Furniture and Electrical shop and announced the closure of our Broxbourne shops, which will close in June 2022.
- There were staff vacancies for some key posts.

Retail Objectives 2022-23

Over the next year, we believe our retail provision will be an important facility for our community especially as the cost of living increases and people may need to rely on our shops and ecommerce service. Throughout 2022/23 we plan to build on the success of our sustainability messaging, clearance shops and Bought in Goods.

At the beginning of the 22-23 financial year, we plan to launch our new sustainability campaign 'Tonnes of Care' which encourages our community to donate to our stores and prevent 25,000 tonnes of good quality items going to landfill sites by 2027. We will partner with Hertford Regional College to undertake a Fashion Show with outfits made from our Clothing RAG (ie clothing that cannot be sold) and launch jute bags, reusable rice husk travel cups, plantable and biodegradable greetings cards, children's books, 100% soy and vegan candles and home fragrance within our stores.

We plan to open a new clearance shop in October 2022 and launch our new transactional website. We will also work with the People Team at Isabel Hospice to increase the number of volunteers who can support our operation and raise more income for our vital service.



Our People

Our people, both staff and volunteers are our greatest resource. The last year has involved a process of reforming the People Team following the dismantling of the shared service as well as undertaking a number of key projects to support the development of a skilled, focussed, high performing and committed workforce of staff and volunteers. We currently employ 171 staff (145.5 Whole Time Equivalent (WTE)) and have 548 active volunteers which is an increase from 325 reported in 2020-21.

During 2021-22 it is estimated that 548 volunteers gave 85,488 hours of their time during the year. This equates to £812,136 (based on national living wage). We are immensely proud of the support provided to the Hospice by our highly valued team of volunteers who give their time, expertise and support to the Hospice in a wide variety of areas from administration, retail, patient services and fundraising. The Board of Trustees would like to thank all volunteers for all that they do.

Work that has been taken forward is described below.

Staff and Volunteer Engagement Survey

The third annual “Birdsong Survey” was undertaken. 87 (51%) of staff and 150 (27%) of volunteers took part. The results suggested many improvements when comparing results from the previous year, particularly in relation to leadership and communication. We have identified 4 areas for focus for 2022-23:

- Communication between teams
- Environment and sustainability
- Processes
- Staff Well-being

Build the Diversity of Our People

We are keen to ensure that our staff and volunteers are reflective of the community that we serve and that we celebrate diversity and are inclusive. During 2021-22 we completed a brainstorming session with key staff members and Trustees. This has enabled us to understand Equity, Diversity and Inclusion (EDI) priorities for 2022-23. These include:

- Undertake a survey to establish baseline of staff understanding of EDI
- Commission challenging and thought provoking training of all staff to raise awareness of EDI
- Establish an EDI forum of staff from across the organisation to engage and seek feedback on EDI actions

Additional Projects Undertaken in 2021-22

These include:

- Collaborating with Garden House Hospice Care to undertake a benchmarking study of staff salaries and roles across the Hospice market to ensure we were competitive and consistent.
- Review of Clinical Salaries and taking action to ensure they were competitive with the NHS. This was to address staff retention and recruitment challenges.
- Implementing a Reward Recognition Scheme for our Staff
- Identifying innovative ways to recruit staff – e.g. Specialist Doctor, Paramedics



Objectives for 2022-23

These include:

- Review of Human Resources and Payroll system
- Review of Volunteer Database
- Development and Implementation of Volunteering Rebrand and Marketing Strategy
- Revisiting Staff and Volunteer Induction Sessions

Financial Review

The financial statements for the year ended 31st March 2022 comprise the results for the Charity and its wholly owned subsidiary Isabel Hospice Trading Ltd.

In a very challenging year, with the Charity and its Trading subsidiary opening up post COVID-19 pandemic, the Charity recorded a strong set of financial results for the 21/22 financial year with a net surplus of £1.3m, a significant reduction on the prior year surplus of £2.5m. The prior year was mainly driven by receipt of Government support grants (Retail, Hospitality and Leisure Grants, NHS England, Job Retention / Furlough grants), material increase in legacy income and the successful delivery of the financial turnaround program that focussed on cost reductions, driving productivity and efficiency initiatives across the Hospice. The Hospice has continue to concentrate on focussed cost reduction however with fully opening pressure has been on establishment costs, returning to required headcount and having to give pay increase to attract / retain staff, having to match NHS rates of pay.

Income

Total income for the year decreased by £1.0m (14%) to £8.5m. Included in these figures a reduction in government grants totalling £1.6m received as a result of the support package for Hospices that impacted the results in 2020/1.

The NHS awarded funding to allow the Hospice to make available bed capacity and community support from December 21 to March 22 this gave us £688k of income to provide support to people with complex needs in the context of the COVID-19 situation this support will now end and no funding is expected in 2022/23.

Income from fundraising donations and recognised legacies (excluding lottery and event income) was down 24% to £2.5m (2021: £3.4m). The charity had another good year with Legacy income with recognised income from this source decreasing to £1.2m (2021: £1.9m). Legacies which were notified but not yet met the income recognition criteria amounted to £0.6m (2021: £1.2m), these have been treated as contingent assets and not recognised as part of income for the year.

Income from Charitable Activities was down 25.% to £2.7m (2021: £3.6m) mainly driven by a maintaining the level of funding from our core CCG contract and receipt of a number of COVID related government support grants were down £1.6m.

Income from Other Trading Activities increased by 29% to £3.3m (2021: £2.5m). Key drivers of this increase were a 155% growth in Charity Shop income to £2.5m (2021: £1m) and 66% growth in Fundraising event income to £0.4m (2021: £0.3m). The COVID-19 pandemic support and grants declined by 90% to £0.1m (2021: £1.0m) as a result of funding being reduced as all shops including our ecommerce operations opened fully in April 21.

At the end of the financial year, the Group held net assets of £8.1m (2021: 6.8m). Net current assets decreased to £2.7m (2021: £3.5m).



Total cash in hand available to the Hospice at the balance sheet date slightly decreased by £0.1m to £2.6m (2021: £2.8m). This was achieved by strong performance as the charity reopened post Covid-19 restrictions and removal of support grants locally and from central government and focus on prudent management of cash throughout the year.

Total funds for the Hospice at the end of the year was £8.1m (2021: £6.8m). Our unrestricted funds comprise of a £3.0m in general funds, £3.6m of designated funds. Our restricted funds comprise of endowment funds of £836k and other restricted funds of £742k.

Risk reserves

The trustees have chosen to adopt a risk based approach to income streams in setting a target level for risk reserves, making an assessment of the amount of each income line which could be at risk in any one year. This approach fits hand in hand with our review of strategic risks and provides a funding mitigation for many of the risks identified. The reserves also specifically recognize the risks associated with planned growth / development of new income streams.

Following a review of its Risk Reserve policy and targets at the end of the last financial year, the Trustees set a new target of £1.1m to manage the risk of potential fluctuations or underperformance in key income streams. Following solid financial performance in its financial results for the 2022 financial year, the Charity has maintained its Risk Reserve fund back to £1.1m and also increased its free reserve position to £1.5m.

Working Capital and Cashflow

A vital factor for any organisation is having sufficient working capital and cashflow – this varies between organisations based on the nature of income streams and expenditure. We have benefitted for many years by our NHS Clinical Commissioning Group (CCG) contract paying us the full contract amount (c£1.9m) forwarded in quarterly upfront payments.

We produce a cashflow forecast and monitor our cashflow position monthly to provide additional scrutiny of our cash performance and reserves. Our year end cash position improved significantly by 100% to £2.6m as a result of the prudent management of cash during the period. This position has provided the Charity with at least 3 months cover for operational working capital requirements.

Going Concern

Trustees recognise the requirement to assess the going concern of the Charity.

The Charity has sufficient working capital to provide a contingency if required and the trustees are satisfied That there are no unmanaged material uncertainties impacting the Charity's ability to remain a going concern, and so can conclude there is a reasonable expectation that the Charity will be a going concern for at least 12 months from the signing of this report and accounts.



Key Risks and Uncertainties

Following best practice guidelines, including those of the Charity Commission, Isabel Hospice constantly reviews all risks through risk registers. These are considered by the Board Sub-committees and Isabel Hospice Trading Board. High scoring operational risks are seen by the Board as well as the strategic risks identified.

High level risks identified in 2021-22 were as follows:

Delivery of Clinical Services affected by Shortages of Clinical Staff

There is a risk that the delivery of clinical services is reduced due to shortages of clinical staff due to sickness and vacancies, and difficulty in recruiting staff. To address we have increased salaries of clinical staff so that they are equivalent to NHS Agenda for Change rates, we have appointed paramedics who are looking for a change in role and trained them in palliative and end of life care, and appointed to a new role of Specialist Doctor who operates at Consultant level and is now our Medical lead.

Reduced Income

This includes fluctuations in Fundraising (including legacy), partly due to rising inflation and cost of living and Retail contribution to the charity. It also includes the risks we face from a changing NHS commissioning landscape through a move from local Clinical Commissioning Groups (CCGs) to Integrated Care Partnerships (ICPs) and Integrated Care System (ICS) and Board. While challenging, this situation presents us with an opportunity to work further with partners in the development of palliative and end of life care for a larger population in partnership with local hospices. To address the risk of reduced income, we are continuing to develop a diverse fundraising portfolio, developing a programme of legacy stewardship, looking at ways of increasing donations of goods and income in our shops and identifying alternative income streams.

Increased Demand for Hospice Services

It is estimated that 50% of people with palliative care needs are not met by those working in palliative care services. There is also a growing population in East Hertfordshire, who are living with more morbidities. We are also aware that some groups, who are more difficult to engage are not aware of services. Our view is that everybody should be able to access to palliative care services. This could lead to increase demand. We will continue to look at ways in which we can support more people, using technology when it is appropriate.

Investment Returns

Returns from investments are now a contributor to the Charity's overall performance and are always a significant risk factor. Investment performance is regularly reviewed and an active relationship maintained with the external advisors to mitigate investment risk.

Structure, Governance and Management

Isabel Hospice Limited is a registered charity and a company limited by guarantee without share capital and is governed by its memorandum and articles of association. The group includes a wholly owned subsidiary company, Isabel Hospice Trading Limited, through which its retail trading activities are carried out.

The charity works in partnership with local GPs, the CCG, local NHS hospitals and many other health care providers, residential nursing homes and care homes to ensure the highest quality care and support for our patients and their families.

The Board of Trustees normally operates a quarterly meeting cycle with sub committees meeting in the 4 weeks



before the main Board meeting. The sub committees have specific Terms of Reference which include oversight of key areas of the charity's work. These are:

- Finance and Risk
- Clinical Quality and Education
- People
- Fundraising and Marketing

The retail operations are governed separately by the Board of Directors of our Trading Company, Isabel Hospice Trading Ltd. All directors are Trustees.

Board Performance

The Board aims to continuously improve its effectiveness. At the end of each meeting there is a reflection on what went well and what could have gone better.

Trustee Recruitment

Four Trustees were appointed during 2021-22, following a success recruitment process.

Trustee Remuneration

Trustees' travel expenses are reimbursed if claimed. No trustee was remunerated during the year and no trustee had a beneficial interest in any contract with the charity or its subsidiary during the year.

Trustee liability

The liability of each trustee, in the event of winding up, is limited to £11.

Executive Management

The trustees delegate day-to-day management of the charity to the Chief Executive and through that person to the Executive Team.

The following changes occurred to the Executive Team:

- **Director of Income Generation and Marketing** – appointed 4th January 2022.
- **People Director** – appointed 4th January 2022.
- **Director of Finance and Resources** – resigned on 1st April 2022.

Investment Policy

The trustees have the power to make investments that are consistent with the aims and objectives of the charity. Surplus resources are currently held in easy access accounts given the low interest rates to furnish cash requirements of the organisation. During 2021/22 we have invested with Quilters Cheviot further excess funds in charity friendly scheme.

Fundraising Policy

The trustees recognise that the charity could not deliver its services without the support of the local community. It is the charity's policy to form positive relationships with donors and it therefore seeks to adhere to high quality fundraising standards. In addition the charity does not accept donations from donors with interests that might conflict with the mission of the charity.



Executive Remuneration

The charity approach to pay policy is consistent for our staff and the Executive team. Our policy is designed to enable us to attract, retain and motivate high performing Executive team members. It also aims to demonstrate to our stakeholders (particularly funders and service users) that our pay levels are set to support delivery of the charity's aims and are an effective use of charitable funds.

The objectives of our pay policy are to:

- reward staff appropriately and enable the recruitment of a high calibre Executive Team ensure the proper use of the charity's resources in accordance with its aims and within affordable limits based on the financial circumstances of the charity
- be non-discriminatory, just and equitable in the evaluation of jobs and their remuneration by providing a stable framework for the remuneration of the Executive team operate within the law
- pay at a competitive level taking account of external market rates, with the aim being to set pay at the median level or above for comparable posts in the voluntary sector subject to the charity's financial position.

The charity publishes the salary of its key management personnel within its annual report. The number of staff paid over £60,000 is also published in accordance with the charity accounting requirements.

Executive pay is reviewed on an annual basis by the People Committee and is subject to approval by the Board of Trustees, which is responsible for ensuring proper application of our pay policy.

Future

The Hospice Board agreed a deficit budget for 2021-22 of £465k. The Hospice delivered a surplus of £1.3m due to £0.5m unexpected income from Hospice UK to help negate Covid-19 pressures, tight cost control and slower than planned build back to full establishment following opening up the Hospice. For 2022-23, the Hospice Board has again agreed a deficit budget of £460k. This is expected to be a challenging year mainly driven mainly by post COVID effect and the general increase in cost of living as a result of key world events, and no expectation of further support from the government. The Board still has the ambition to reach balanced budgets in future years.



Fundraising Procedures Disclosure

Isabel Hospice accounts to 31 March 2022 Our approach to fundraising

Isabel Hospice is registered with the Fundraising Regulator. Our income is generated predominately thanks to the support of our community, including legacies, gifts in memory of family members who have died in our care, regular donations, our lottery, and individual fundraisers raising income at our events or their own events.

Fundraising Practices

As part of our commitment to best practice, Isabel Hospice adheres to the fundraising Codes of Practice set by the Fundraising Regulator and the Institute of Fundraising. We aim to ensure that our fundraising is respectful, open, honest and accountable to the public.

We have a clearly documented complaints procedure in place, enabling any concerns regarding our fundraising activities to be responded to quickly. During the year, there have been no instances of non-compliance with the requirements of the fundraising code of practise.

We have a transparent policy regarding fundraising with vulnerable individuals. This fundraising policy clearly states all steps that should be followed in order to protect vulnerable people when offering support to the charity, ensuring that they have the relevant capacity to enable them to make the decision to donate.

Fundraising Practices Review

All fundraising practices are framed within the values and principles of Isabel Hospice. Where expenditure is required to generate income, there is an analysis of the return on investment to ensure the organisation is able to make informed decisions regarding activities.

The fundraising team are internal and the organisation only uses third party fundraising organisations following significant levels of due diligence and regulatory checks.

Where we partner with corporates, due diligence is conducted on the organisations and the amount of time and effort we as a charity needed to put in, versus the income we would likely receive. Clear parameters and responsibilities are then agreed between partners.

We have ensured we are in line with the GDPR data protection regulations and all other relevant codes of conduct.

Fundraising strategy and plan.

Our fundraising strategy and plan is reviewed and approved by the Trustees annually. Isabel Hospice is the brand name for our fundraising activities.

Supporters of Isabel Hospice are a key element in the fundraising activities and we are committed to employing a transparent and ethical approach to all our fundraising activities.



To help guarantee the availability of continuing funds to fund the work of Isabel Hospice, we aim to maintain a broad base of funding sources. Isabel Hospice does not pressure supporters to make gifts and respects decisions to stop giving. The regulatory landscape for fundraising is evolving and we will continue to monitor and adapt with these changes. When we work with suppliers and agencies we ensure that they are fully registered with all the appropriate regulatory bodies, reviewing all their policies as part of our robust procurement due-diligence process. We monitor and record any complaints resulting from our fundraising practices, and an annual report is provided to our Fundraising Committee.

Fundraising, Communications and Marketing

Total voluntary income was £2.5m (2021: £3.4m). Most voluntary income comes from the following sources: Legacies, Donations in Memoriam, Trusts and Events and Lottery Income.

Regulation

Isabel Hospice is registered with the Fundraising Regulator, follows the Regulator's Code of Fundraising Practice and abides by its Fundraising Promise.

Additionally, three members of the Fundraising, Team are members of the Institute of Fundraising. Supporters have the option to request no further mailings and we abide by such requests immediately.

Individuals

Legacies make up a substantial proportion of Isabel Hospice's voluntary income. Legacies are hard to predict, but not accidental, being the result of good service and good publicity from the charity.

Donations in Memoriam

We continued to receive support from individuals and their families who support Isabel Hospice in memory of their loved ones who were cared for by the Hospice.

Events

We organised a number of successful fundraising events in the year including the Isabel Hospice 'Bubble Rush', On-your-bike bike ride around Bishops Stortford, Bridges of London sponsored walk, challenge adventure in the Canadian Rockies, over 11 participants in the London Marathon, sponsored skydiving and abseiling.

Lottery

Our in-house lottery continues to be well supported, with over 7,200 members and continues to generate significant income for the Hospice.

Communications and Marketing work

The team worked closely with others to market Isabel Hospice's services. We developed and widely implemented a new visual identity, multiple newspaper articles, advertising, newsletters and significant increase in our digital social media presence on twitter, Instagram, Facebook.



Legal Framework and Statement of Trustees' Responsibilities

The trustees (who are also directors of Isabel Hospice Limited for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2022 was 11 (2021: 9). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.



Auditor

Sayer Vincent LLP were re-appointed as the charitable company's auditor during the year.

So far as the trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware, and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees' annual report has been approved by the trustees on 28 September 2022 and signed on their behalf by

Terry Philpott
Chair of Trustees



Trustees' Annual Report for the Year Ended 31 March 2022

Trustees:

The trustees are also members and directors of the company

R A Leggetter (Chair) Resigned 21st October 2021
S Reddy (Vice Chair)
J Quinn
S Fuell
D Perry
T Philpott (Chair from 22nd October 2021)
A Reeve
Keith Warnell (Resigned 9th September 2021)
I Williams
O Cholak (Appointed 1st December 2021)
M Cottrell (Appointed 1st December 2021)
R Chrome (Appointed 1st December 2021)
D Shirley (Appointed 1st December 2021)

Secretary:

H Glenister

Executive Team:

H Glenister – CEO
T Koramoa – Director of Finance & Resources (Resigned 1st of April 2022)
E Paske – Clinical Director
L Hopley – People Director (Joined - 4th January 2022)
N Gilbert Director of Income Generation and Fundraising (Joined 4th January 2022)

Registered Office:

61 Bridge Road East Welwyn Garden City Hertfordshire
AL7 1JR

Company Registered Number: Country of Incorporation:

03056823 (England and Wales) United Kingdom

Charity Registered Number: Country of Resignation:

1046826
England and Wales



Auditors:

Sayer Vincent
Sayer Vincent LLP Invicta House
108-114 Golden Lane London EC1Y 0TL

Principal Bankers:

The Co-operative Bank
St Paul's House 10 Warwick Lane
London
EC4M 7BP



Opinion

We have audited the financial statements of Isabel Hospice Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Isabel Hospice Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.



We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.



Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other



than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

31 October 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006



Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2022

					2022				2021
	Note	Unrestricted £'000	Restricted £'000	Endowment £'000	Total £'000	Unrestricted £'000	Restricted £'000	Endowment £'000	Total £'000
Income from:									
Donations and legacies	2	2,066	482	-	2,549	2,992	360	-	3,352
Charitable activities	3	1,994	681	-	2,675	2,125	1,436	-	3,561
Other trading activities	4	3,267	-	-	3,267	2,531	-	-	2,531
Total income		7,327	1,163	-	8,490	7,648	1,796	-	9,444
Expenditure on:									
Raising funds	5	3,261	-	-	3,261	3,209	-	-	3,209
Charitable activities		2,770	1,118	-	3,888	1,981	1,863	-	3,844
Total expenditure	5	6,031	1,118	-	7,150	5,190	1,863	-	7,053
Net income / (expenditure)		1,296	45	-	1,341	2,458	(67)	-	2,397
Transfers between funds		-	-	-	-	(7)	7	-	-
Net expenditure before other recognised gains and losses		1,296	45	-	1,341	2,451	(60)	-	2,397
Gain on disposal of investment property		-	-	-	-	20	-	-	20
Gains / (losses) on investments		(25)	-	-	(25)	6	-	-	6
Net movement in funds		1,271	45	-	1,316	2,477	(60)	-	2,417
Reconciliation of funds:									
Total funds brought forward		5,292	697	836	6,825	2,815	757	836	4,408
Total funds carried forward		6,563	742	836	8,141	5,292	697	836	6,825

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 19.

Balance sheet

Company no. 03056823

As at 31 March 2022

	Note	The group		The charity	
		2022	2021	2022	2021
		£'000	£'000	£'000	£'000
Fixed assets:					
Tangible assets	10	3,103	3,054	2,998	2,923
Investments	11	2,436	318	2,436	318
		5,539	3,372	5,434	3,241
Current assets:					
Stock		5	1	-	-
Debtors	12	880	1,104	1,160	1,154
Cash at bank and in hand		2,625	2,792	1,757	2,716
		3,510	3,896	2,916	3,870
Liabilities:					
Creditors: amounts falling due within one year	13	849	419	703	351
		2,661	3,477	2,213	3,519
Net current assets		8,200	6,849	7,647	6,760
Total assets less current liabilities		59	24	-	-
Provisions for liabilities	15				
Total net assets		8,141	6,825	7,647	6,760
Funds:	20				
Unrestricted income funds:					
General funds		2,979	1,783	2,485	1,719
Designated funds		3,584	3,509	3,584	3,509
Revaluation reserve		-	-	-	-
Total unrestricted funds		6,563	5,292	6,069	5,228
Endowment funds		836	836	836	836
Restricted funds		742	697	742	697
Total funds		8,141	6,825	7,647	6,760

Approved by the trustees on 28 September 2022 and signed on their behalf by

Terry Philpott
Chair of Trustees

Consolidated statement of cash flows

For the year ended 31 March 2022

	2022 £	£	2021 £	£
Cash flows from operating activities		2,324		2,170
Cash flows from investing activities:				
Purchase of property, plant and equipment	(347)		(99)	
Proceeds from disposal of property, plant and equipment	-		22	
Purchase of investments	(2,143)		(619)	
Proceeds from the sale of investments	-		307	
Proceeds from sale of investment property	-		305	
Net cash (used in) investing activities		(2,490)		(84)
Change in cash and cash equivalents in the year		(166)		2,086
Cash and cash equivalents at the beginning of the year		2,791		705
Cash and cash equivalents at the end of the year		2,625		2,791

Notes to the cash flow statement

Reconciliation of net income to net cash flow from operating activities

	2021 £'000	2020 £'000
Net income (expenditure) (as per statement of financial activities)	1,316	2,417
Adjustments for:		
Depreciation charges	299	280
(Gains)/losses on investments	25	(6)
Profit on sale of investment property	-	(20)
(Increase) /Decrease in stocks	(4)	10
Decrease/(Increase) in debtors	224	(585)
Increase in creditors	429	74
Increase in provisions	35	-
Net cash provided by operating activities	2,324	2,170

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

a) Statutory information

Isabel Hospice is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is 61 Bridge Road East, Welwyn Garden City, Hertfordshire, AL7 1JR.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charitable company and its subsidiary Isabel Hospice Trading Limited on a line by line basis. The trading company is limited by guarantee and is therefore not owned by the charity. Nonetheless its results have been consolidated as it trades for the benefit of the charity and the two companies are managed on a unified basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees recognise the requirement to assess the going concern of the Charity. Following a number of challenging years, the Charity reopened its shops in April 2021 and restarted community events and services.. The Charity had in 2021/22 another good year having budgeted a deficit in 2021/22 of £465k it has delivered a surplus £1312k, £1777k better than planned. The budget for 2022/23 is a deficit of £460k but it expected with strong income generation from retail and fundraising for another surplus in year

Efficient management of cash during the year also resulted in the Charity recording a cash and investment balance at the end of March 2022 of £5.0m (up £2.7m on prior year) further improving the its liquidity and cash position and providing additional resilience to mitigate any liquidity risks. The outlook for the next financial year from a cash perspective also remains very positive with a cash balance of £5.6m forecasted to be delivered 12 months after the sign off date (without the sale of Milan House).

The Charity owns the freehold for its Head Office building - Milan House. Due to the current limited space requirements for staff as a result of hybrid working arrangements, the sale of Milan House is also to help the Hospice take advantage of a development opportunity and concurrently find a more suitable charitable base and to ensure that the Charity obtains best value for its assets, the Board of Trustees have accepted an offer for the sale of Milan House of £3.2m subject to planning permission. The sale is expected to be concluded within the next twelve months after the signing of this years accounts and proceeds of this sale is expected to provide additional cash to boost the Hospice's liquidity and cash reserves.

The Charity has sufficient working capital to provide a contingency if required and the trustees are satisfied that there are no unmanaged material uncertainties impacting the Charity's ability to remain a going concern for the coming 12 months.

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

e) Income

Income (which excludes VAT) is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or when the donor has specified that the income is to be expended in a future period.

1. Clothing and other items donated for resale are included as incoming resources when they are sold.
2. Facilities, services and assets donated for use by the Charity are recognised as incoming resources, at their value to the Charity, when receivable. No amounts are included in the financial statements for the very substantial assistance provided by volunteers.
3. Income from the lottery is recognised as members participate in draws.
4. For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.
5. Income from fundraising events organised by the Charity centrally are recognised when funds are received.
6. Income from charitable activities comes from service contracts and grants and is subject to specific performance conditions. Such income is recognised as it is earned.
7. Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Endowment fund is an expendable endowment arising from a legacy to the Hospice. The legacy gives the trustees discretionary powers to use the endowment to fund capital projects. Any income from the endowment is unrestricted and may be used for the general purposes of the charity.

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of medical, in-patient care and community care undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this Support and governance costs are re-allocated to each of the activities based on direct costs attributable to each activity.

- | | |
|--------------------|-----|
| ● Medical | 5% |
| ● In-patient care | 25% |
| ● Community care | 18% |
| ● Support services | 6% |
| ● Raising funds | 46% |

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|--|---|
| ● Short Leasehold Property | on a straight- line basis over the shorter of duration of the lease and useful economic life. |
| ● Plant, Machinery equipment and vehicles. | at varying rates between 10% and 33% on cost. |

The group's policy is to revalue freehold and long leasehold shops periodically so that their carrying value in the accounts represents market value. The gains and losses arising from these revaluations are unrealised and are disclosed separately in the SOFA.

The group's policy is to depreciate revalued properties over a period not exceeding fifty years but, as the residual values of the properties is very high, the cumulative charge for depreciation is immaterial and therefore no charge is included in these accounts.

The group does not revalue freehold properties used for direct charitable purposes. These buildings (but not land), and related improvements, are depreciated over their estimated useful lives, which have been assessed to vary between ten and fifty years.

m) Investments in subsidiaries

Investments in subsidiaries are at cost.

n) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)**o) Stocks**

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

p) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

q) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

r) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

s) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

t) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Non-basic financial instruments are measured at fair value with any gain or loss going to the statement of financial activities. Full details are given in the financial instruments note.

u) Pensions

The group contributes to a number of defined contribution pension schemes and to the NHS pension scheme.

The NHS pension scheme is a multi-employer defined benefit scheme and the assets of the scheme are held separately from those of the charities in an independently administered fund. The Charity is unable to identify its share of this scheme's assets and liabilities and is therefore, as permitted by FRS 102, treated as if it were a defined contribution pension scheme. Pension contributions payable for the year to the various pension schemes are charged to the SOFA.

2 Income from donations and legacies

	Unrestricted £'000	Restricted £'000	2022 Total £'000	Unrestricted £'000	Restricted £'000	2021 Total £'000
Legacies	1,202	-	1,202	1,941	-	1,941
Donations in memoriam	286	-	286	199	-	199
Other donations	579	482	1,061	852	360	1,212
	<u>2,066</u>	<u>482</u>	<u>2,549</u>	<u>2,992</u>	<u>360</u>	<u>3,352</u>

Contingent assets, relating to legacies which have been notified but do not yet meet the income recognition criteria detailed in note 1 of the financial statements, amount to £645,500 (2021: £1,233,000).

Notes to the financial statements

For the year ended 31 March 2022

3 Income from charitable activities

	2022			2021		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Main CCG contract	1,858	-	1,858	1,877	-	1,877
Other NHS income	15	-	15	5	-	5
Provision of staff and sundry other income	121	681	802	243	1,436	1,679
	1,994	681	2,675	2,125	1,436	3,561

The total amount claimed under the government Job retention scheme is £13,300 (2021: £526,808), this was all included within the charity (2021: this is split between retail in note 4 - £440,141 and other areas of the charity in provision of staff above - £86,667).

4 Income from other trading activities

	2022			2021		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Fundraising events	422	-	422	254	-	254
Charity shop income	2,532	-	2,532	993	-	993
Lottery income	214	-	214	332	-	332
Retail, Hospitality and Leisure Government	99	-	99	952	-	952
	3,267	-	3,267	2,531	-	2,531

Notes to the financial statements

For the year ended 31 March 2022

5a Analysis of expenditure (current year)

	Charitable activities						2022 Total £'000	2021 Total £'000
	Raising funds £'000	Medical £'000	In-Patient Care £'000	Community Care £'000	Support Services £'000	Governance costs £'000	Support costs £'000	
Payroll	1,554	189	968	927	410	-	734	4,840
Premises	663	-	228	52	-	-	86	910
Lottery prizes	-	-	-	-	-	-	-	77
Shop expenses	226	-	-	-	-	-	-	192
Transport	12	-	-	-	-	-	-	19
Event costs	42	-	-	-	-	-	-	60
Medical Supplies	-	37	32	-	-	-	-	75
Catering	-	-	99	-	-	-	-	97
Other Costs	161	1	102	8	5	-	367	539
Audit and Accounts preparation fees	-	-	-	-	-	32	-	29
Other Staff costs	22	27	39	20	34	-	105	215
	2,680	254	1,468	1,007	449	32	1,292	7,053
Support costs	581	65	323	233	90	-	(1,292)	-
Governance costs	-	-	-	-	-	-	-	-
Total expenditure 2022	3,261	319	1,791	1,240	539	32	-	
Total expenditure 2021	3,209	336	1,806	1,291	411	-	-	7,053

5b Analysis of expenditure (prior year)

	Charitable activities							2021 Total
	Raising funds	Medical	In-Patient Care	Community Care	Support Services	Governance costs	Support costs	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll	1,588	167	981	994	316	-	794	4,840
Premises	549	-	225	35	-	-	101	910
Lottery prizes	77	-	-	-	-	-	-	77
Shop expenses	192	-	-	-	-	-	-	192
Transport	19	-	-	-	-	-	-	19
Event costs	60	-	-	-	-	-	-	60
Medical Supplies	-	36	39	-	-	-	-	75
Catering	-	-	97	-	-	-	-	97
Other Costs	120	3	123	12	5	-	276	539
Audit and Accounts preparation fees	-	-	-	-	-	29	-	29
Other Staff costs	22	69	13	16	15	-	80	215
	2,627	275	1,478	1,057	336	29	1,251	7,053
Support costs	582	61	328	234	75	-	(1,280)	-
Governance costs	-	-	-	-	-	-	-	-
Total expenditure 2021	3,209	336	1,806	1,291	411	29	(29)	7,053

Notes to the financial statements

For the year ended 31 March 2022

6 Net income / (expenditure)

This is stated after charging:

	2022 £	2021 £
Depreciation - owned assets	299	280
Operating leases - rent	367	402
Auditor's remuneration (excluding VAT):		
Statutory audit	24	22
Non-audit services	8	7

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	4,167	4,277
Redundancy and termination costs	5	42
Social security costs	358	291
Pension contributions	251	230
	4,780	4,840

The average number of employees, including part-time staff, analysed by function was:

	FTE 2022 No:	Headcount 2022 No:	FTE 2021 No:	Headcount 2021 No:
Charitable activities				
Medical	2	4	2	7
In-Patient Care	24	40	25	54
Community Care	22	32	27	38
Other Patient Services	9	12	9	13
Total	57	88	63	112
Costs of raising funds				
Fundraising	11	13	13	14
Charity shops	44	65	48	74
Support Services	16	21	18	22
Total	72	99	79	110

	2022 No.	2021 No.
£60,000 - £69,999	-	1
£70,000 - £79,999	3	1
£80,000 - £89,999	1	2
£90,000 - £99,999	-	-
£120,000 - £129,999	-	-

For one of these employees (2021: one employee), the charity made a pension contribution of £5,236 (2021: £2,480) to a defined pension contribution scheme.

Total employee benefits (including pension contributions and employer's national insurance) received by key management personnel amounted to £298,788 (2021: £436,064).

8 Trustee remuneration and related party transactions

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling nil (2021: £5,389) incurred by nil (2021: 6) members relating to attendance at meetings of the trustees.

The aggregate value of all unrestricted donations from related parties (excluding the gift aid receivable from Isabel Hospice Limited) amounted to £1,924 (2021: £1,737). In 2021, Rod Leggetter (Trustee) donated £nil (2021: £3,242) for restricted events.

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Isabel Hospice Trading distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2022	2021
	£'000	£'000
UK corporation tax at 19%	-	-

Notes to the financial statements

For the year ended 31 March 2022

10 Tangible fixed assets

	Freehold property £'000	Short leasehold £'000	Plant machinery £'000	Total £'000
The group				
Cost or valuation				
At the start of the year	3,872	763	501	5,136
Additions in year	5	17	325	347
Disposals in year	(108)	(133)	(338)	(579)
At the end of the year	3,769	647	488	4,904
Depreciation				
At the start of the year	1,141	579	362	2,082
Charge for the year	129	72	97	299
Eliminated on disposal	(108)	(133)	(338)	(579)
At the end of the year	1,162	519	121	1,802
Net book value				
At the end of the year	2,607	129	367	3,103
At the start of the year	2,731	184	139	3,054
The charity				
Cost or valuation				
At the start of the year	3,873	291	348	4,512
Additions in year	5	-	284	289
Disposals in year	(108)	(3)	(247)	(358)
At the end of the year	3,770	288	385	4,443
Depreciation				
At the start of the year	1,142	209	238	1,589
Charge for the year	129	18	67	214
Eliminated on disposal	(108)	(3)	(247)	(358)
At the end of the year	1,163	224	58	1,445
Net book value				
At the end of the year	2,607	64	326	2,998
At the start of the year	2,731	82	110	2,923

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2022

11 Investments

	The group		The charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Fair value at the start of the year	318	-	318	-
Additions at cost	2,143	619	2,143	619
Disposal proceeds	-	(307)	-	(307)
Net gain / (loss) on change in fair value	(25)	6	(25)	6
Fair value at the end of the year	2,436	318	2,436	318

Investments comprise:

	The group		The charity	
	2022	2021	2022	2021
	£	£	£	£
Shares listed on the London Stock Exchange	2,436	318	2,436	318

12 Debtors: amounts falling due within one year

	The group		The charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade debtors	32	77	27	72
Prepayments	168	150	67	54
Other debtors	166	58	86	57
Accrued income	514	819	509	764
Due from Isabel Hospice Trading Limited	-	-	471	207
	880	1,104	1,160	1,154

13 Creditors: amounts falling due within one year

	The group		The charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	519	98	417	67
Other creditors	26	23	26	23
Taxation and social security	143	124	122	104
Accruals	149	102	127	86
Deferred income (note 15)	11	72	11	71
	849	419	703	351

Notes to the financial statements

For the year ended 31 March 2022

14 Provisions for liabilities

	The group		The charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
At 1 April 2021	24	24	-	-
Added in the year	35	-	-	-
At 31 March 2022	59	24	-	-

All leased premises are kept in a good state of repair. The subsidiary Trading company has obligations under its leases to redecorate periodically and to leave the premises in a previously-agreed condition. Having assessed the current condition of all leased premises, the Directors of the Trading Company consider that, at the balance sheet date, the cost of any such remedial works would not exceed £58,935 (2021: £24,360) and so a provision for this sum has been included in these accounts.

15 Deferred income

Deferred income of £11k represents lottery receipts for draws that have not taken place at the balance sheet date (2022: £2k, 2021: £60k), and lottery licence fee income (2022: £9k, 2021: £12k).

	The group		The charity	
	2022	2021	2022	2021
	£	£	£	£
Balance at the beginning of the year	72	64	72	64
Amount released to income in the year	(72)	(64)	(72)	(64)
Amount deferred in the year	11	72	11	72
Balance at the end of the year	11	72	11	72

Notes to the financial statements

For the year ended 31 March 2022

16 Isabel Hospice Trading Limited

The principal activity of Isabel Hospice Trading Limited (whose company number is 02417607) is the sale of purchased and donated articles. A summary of the trading results is shown below:

	2022 £'000	2021 £'000
Turnover and other operating income	2,631	1,945
Cost of sales and administrative costs	(2,202)	(1,998)
Net profit	428	(53)
Total retained earnings brought forward	94	147
(Loss) /Profit for the financial year	428	(53)
Gift aid distribution to the charity	(428)	-
Total retained earnings carried forward	95	94

During the year, the trading company paid to the Parent Charity £160,000 (2021: £160,000) for property rent and support services provided by Charity.

The assets and liabilities of the trading subsidiary were:

	2022 £'000	2021 £'000
Tangible assets	134	159
Current assets	1,065	234
Creditors within one year	(617)	(275)
Provisions for liabilities	(59)	(24)
Aggregate net assets	523	94

17 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2022 £'000	2021 £'000
Gross income	6,020	7,660
Result for the year	912	2,474

18 Pension scheme

NHS Pension Scheme

The charity operate an NHS Pension Scheme. The scheme is an unfunded, defined benefit scheme that covers NHS employees, general practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable each body to identify its share of the underlying scheme assets and liabilities. Therefore the scheme is accounted for as if it were a defined contribution scheme.

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary’s Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2022, is based on valuation data as 31 March 2021, updated to 31 March 2022 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay.

The 2016 funding valuation also tested the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. There was initially a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

HMT published valuation directions dated 7 October 2021 (see Amending Directions 2021) that set out the technical detail of how the costs of remedy are included in the 2016 valuation process. Following these directions, the scheme actuary has completed the cost control element of the 2016 valuation for the NHS Pension Scheme, which concludes no changes to benefits or member contributions are required. The 2016 valuation reports can be found on the NHS Pensions website at <https://www.nhsbsa.nhs.uk/nhs-pension-scheme-accounts-and-valuation-reports>.

Notes to the financial statements

For the year ended 31 March 2022

19a Analysis of net assets between funds (current year)

	General funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fixed assets		2,484	619	-	3,103
Investments	2,436	-	-	-	2,436
Net current assets	602	1,100	123	836	2,661
Provisions for liabilities	(59)	-	-	-	(59)
Net assets at 31 March 2022	2,979	3,584	742	836	8,141

19b Analysis of net assets between funds (prior year)

	General funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fixed assets	-	2,409	645	-	3,054
Inv	318	-	-	-	318
Net current assets	1,489	1,100	52	836	3,477
Provisions for liabilities	(24)	-	-	-	(24)
Net assets at 31 March 2021	1,783	3,509	697	836	6,825

Notes to the financial statements

For the year ended 31 March 2022

20a Movements in funds (current year)

	At 1 April 2021 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 March 2022 £'000
Endowment funds	836	-	-	-	836
Restricted funds:					
Hospice UK	-	681	(681)	-	-
<i>Capital development funds:</i>					
Building appeal	645	-	(26)	-	619
<i>Service delivery funds</i>					
Community Services Big Lottery Fund	-	124	(124)	-	-
Equipment	-	15	(15)	-	-
Family Support	-	54	(51)	-	2
Day Services	-	4	(4)	-	-
Other	36	270	(199)	-	106
Training	16	16	(18)	-	14
Total restricted funds	697	1,163	(1,118)	-	742
General funds	1,783	7,327	(6,056)	(75)	2,979
Designated funds:					
Fixed Asset fund	2,409	-	-	75	2,484
Risk Reserve Fund	1,100	-	-	-	1,100
Total unrestricted funds	5,292	7,327	(6,056)	-	6,563
Total funds	6,825	8,490	(7,174)	-	8,141

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2022

20b Movements in funds (prior year)

	At 1 April 2020 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 March 2021 £'000
Endowment funds	836	-	-	-	836
Restricted funds:					
Hospice UK	-	1,436	(1,436)	-	-
<i>Capital development funds:</i>					
Building appeal	671	-	(26)	-	645
<i>Service delivery funds</i>					
Community Services Big Lottery Fund	35	27	(62)	-	-
Equipment	22	20	(42)	-	-
Family Support	(7)	42	(42)	7	-
Day Services	3	5	(8)	-	-
Other	17	266	(247)	-	36
Training	16	-	-	-	16
Total restricted funds	757	1,796	(1,863)	7	697
General funds	(56)	7,673	(5,190)	(645)	1,783
 Designated funds:					
Fixed Asset fund	2,509	-	-	(100)	2,409
Risk Reserve Fund	-	-	-	1,100	1,100
Revaluation reserve	362	-	-	(362)	-
Total unrestricted funds	2,815	7,673	(5,190)	(7)	5,292
Total funds	4,408	9,469	(7,053)	-	6,825

20 General funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for the other purposes.

Designated funds

The Fixed Asset fund is represented by fixed assets, net of associated liabilities and after deducting amounts included within the revaluation reserve and those other assets where use has been restricted. Transfers are made between funds to maintain the carrying value.

As a result of the material surplus generated by the Charity in the 2020/21 financial year, the Trustees have decided to allocate some of the surplus to replenish the Risk Reserve Fund up to the minimum required of £1.1m. The risk reserves fund is held to manage the risk of potential fluctuations or underperformance in key income streams.

Endowment funds

The endowment fund is an expendable endowment arising from a legacy to the Hospice. The legacy gives the trustees discretionary powers to use the endowment to fund capital projects. Any income from the endowment is unrestricted and may be used for the general purposes of the charity.

Restricted funds

The Building Appeal fund represents the proceeds of a special appeal that have been utilised to construct an annex to the In-Patient Unit. The balance is reduced as the related assets are depreciated.

The Community Services fund comprises a grant from the Big Lottery Fund to help expand a "hospice at home" service and various small grants to help fund the provision of patient care in the community and at home. The grants are principally used principally to help pay the staff employed for those purposes.

The Equipment Fund comprises donations and grants received to purchase specific items of equipment.

The Family Support fund has been established by a grant from BBC Children In Need and other smaller grants to help fund the provision of bereavement counselling. Again the grants are principally used to help pay the staff employed for that purpose.

The Day Services fund is represented by grants received to help fund the provision of specific services at the Charity's day centres.

The Welfare Benefits Service fund was created by one specific grant to help fund the provision of welfare benefits advice to the terminally ill and their carers; the Charity has engaged the Citizens Advice Bureau to provide this service.

The Training fund was established from grants received to assist with the provision of clinical training of doctors and nurses throughout the charity.

Hospice UK Grants have been made available to allow the hospice to make available bed capacity and community support from April 2021-March 2022, to provide support to people with complex needs in the context of the COVID-19 situation.

Transfer of funds relate general funds cover of over spend on restricted projects and replenishment of the Risk Reserve Fund.

21 Operating lease commitments

The following payments are committed to be made by the group and the Charity for land and buildings:

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Less than one year	283	337	17	22
One to five years	654	993	52	64
Over five years	817	1,295	-	4
	1,754	2,625	69	90

22 Legal status of the charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

ISABEL HOSPICE LIMITED

England & Wales - Charity number 1046826

Accounts

Company Number: 03056823

Charity number: 1046826

Isabel Hospice Limited

Trustees' Annual Report and Financial Statements
For the Year Ended 31 March 2021



Trustees' Annual Report and Financial Statements for the Year Ended 31 March 2021

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Foreword from the Chair

During 2020/21 we have responded to the considerable challenges presented by the coronavirus (COVID-19) pandemic. This has led us to modify clinical services, change some of our fundraising approaches, close our shops, change the way the Hospice and Retail Business operated to meet Government lockdown restrictions. We also put in place interim governance arrangements to ensure we were carefully monitoring the situation with particular regard to the finances of the Charity.

Financially, Isabel Hospice finished the year with a surplus of £2.4m. This was largely due to the receipt of much welcomed Government grants (Retail, Hospitality and Leisure Grants, Monies from NHS England (distributed by Hospice UK), Job Retention Scheme (Furlough Scheme), a substantial legacy for which we are extremely grateful, a successful “Fighting Fund Appeal” and delivering the planned cost reduction and efficiency initiatives.

During 2020/21, 1619 people used our services which was a decline on the previous year of 2339. This was largely due to the Living Well services being much reduced to meet Government restrictions. The number of patients cared for in our Inpatient Unit (IPU) and Hospice at Home increased. During the year we reallocated staff to the inpatient unit (IPU) when we opened extra beds to assist the NHS cope with the first surge of coronavirus (COVID-19). Our community support of patients increased with limited resources. This was enabled due to our staff developing remote and virtual operating practices for assessing and keeping in touch with patients, which allowed the staff to take a higher caseload. The care and support provided evaluated well, and will become part of business as usual going forwards.

During the year we revisited our strategy and identified a new vision of **Outstanding Palliative Care for All**. We identified three strategic themes to inform and drive everything we do to deliver the vision:

- **Empower** a dynamic, agile organisation to include being financially sustainable and resilient.
- **Enable** an outstanding organisation that delivers care in any setting and is seen as a leader in our field(s).
- **Engage** with stakeholders and each other

We also explored the possibility of a merger with Garden House Hospice Care (GHHC), a neighbouring Hospice. The Boards of both Hospices decided not to merge at this time, but in the interests of beneficiaries, would continue the strong commitment that they already have to collaborate.

Looking forward, the Charity faces a number of challenges. There could be increased demand for services as people who have not sought advice become sicker quicker. The effects of coronavirus on the economy could affect fundraising activities and retail contribution. The Charity will be looking at different ways of generating income from fundraising and the retail contribution and looking at whether it can turn some assets into additional income generation schemes.

The work of Isabel Hospice could not be delivered without the amazing staff and volunteers, and the support of the community. The Board would like to thank the staff for being responsive and agile in responding to the required changes and being compassionate to each other. We would like to thank the volunteers, some who took on different roles to meet the Charity's needs, and our community for supporting us in all sorts of ways but in particular, by providing, the much needed funds to enable the Hospice to continue to deliver its services.

Rod Leggetter
Chair

Date 9 September 2021



Trustees' Annual Report for the Year Ended 31 March 2021

The Trustees are pleased to present their annual report (which, for the purposes of company law, includes the strategic report and the directors' report) and the audited financial statements for the year ended 31 March 2021.

These financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2015). The financial statements include the results of the charity's trading subsidiary, Isabel Hospice Trading Limited.

Objectives and activities

The charity's purpose as set out in the objectives contained in the company's memorandum of Association is "to provide palliative care and support for those suffering from life-limiting illnesses, as well as support for their families and carers, in the boroughs of Welwyn Hatfield and Broxbourne and the District of East Hertfordshire".

To deliver this objective we provide a range of services to support patients and their families. Some of these services are illustrated in the following patient story.

Patient Story – Jean Lee



JEAN LEE

Jean lived with Gary, her eldest son and carer, in Ware; she had cancer and died on June 4, 2020 aged 73. Gary is a 55-year-old primary school supply teacher. Our commitment to caring throughout the coronavirus crisis has meant that many of the patients we have supported over the past 12 months have avoided being admitted to hospital during what has been a particularly frightening time. Our Hospice at Home team has stood steadfast on the frontline out in our communities caring for vulnerable people in their own homes, while during the height of the pandemic, to help relieve the pressure on the NHS, we made six additional beds available on our In-Patient Unit, caring for those at the very end of their lives who had contracted Covid-19.



Gary Lee is one relative who knows his family's experience could have been entirely different had the specialist care and support provided by Isabel Hospice been forced to stop because of the coronavirus outbreak. His mum Jean, who had cancer, may have been readmitted to hospital where she had already spent 10 distressing days without visitors, or Gary may have had to struggle on unsupported caring for his mother at home.

Despite his mum Jean's initial reluctance to the Hospice's involvement, our very special approach to care soon won her over, and she spent her final weeks safe and comforted in our care.

"Mum was referred to [Hospice at Home] as an emergency case until other support could be put in place, but she was quite resistant to the idea at first," Gary said. "But, when Sarah turned up that first morning she was absolutely wonderful with her and by the time she left a few hours later Mum was absolutely fine. Sarah just knew how to deal with grumpy old ladies who were in pain and completely won her round. Mum always called them 'my girls'. She would sit in her chair and as soon as the gate opened and we could hear them coming up the path Mum would light up. There are certain things sons just can't help with, and she loved having them come to help because she was so well cared for."

After a few weeks of visits from the Hospice at Home Team, Jean told them one day her pain had gotten a lot worse, and it was suggested she came into the In-Patient Unit so they could help manage her painful leg and make her more comfortable.

"Like most people, Mum thought the hospice was somewhere you go to die. So she was quite surprised when they explained they could help manage her pain, and in fact a high proportion of people then return home," Gary said.

"She was still cross about the idea, but she went in and that first night [senior staff nurse] Chris sat with her reading her book and, by the morning, she'd softened and knew she was in the best place. She felt looked after, and I remember her telling me how much she loved the puddings!"

Over the next three weeks, Jean's health deteriorated quickly and Gary described his mum as becoming "quieter and quieter" until eventually the family were told her time was drawing to a close. Gary, his brother Darren, and their former partners Ginette and Angela, who Jean had remained incredibly close to, were all there at the end.

"We were all there in the room with her, talking to her and just being together. Being in that cocoon somehow made something so gut wrenching - your mum dying in front of you - bearable. Everyone was so sympathetic, there was no rush to leave. It was clearly obvious they care so much and there is great pride in what they do. "For our family, it meant Mum's passing wasn't a terrible event, and it was your girls and organisation that made that possible. We will be eternally grateful Mum passed calmly, peacefully and painlessly with us by her side in a place she felt safe."

Gary added: *"The Hospice does something very special that society doesn't value enough. Having a good death is important, and [Isabel] allows that to happen. We have no regrets and are very grateful that we belong to this very special group of people."*



Our Services During 2020/21

During 2020/21 our services had to be modified in response to the Coronavirus pandemic that started to present in March 2020, with many services becoming remote and virtual. The changes to our services are described below.

Community Care

During the 20.21 year, Community development and Compassionate Neighbours activities were required to respond to the changing needs of people as the pandemic progressed. Relationships between neighbours and matches became virtual and the Neighbours also worked with the Living Well team to take over the telephone contact of patients who could no longer access Living Well and who by then had purely social needs. It is pleasing to note that Neighbours took the initiative to develop further ways to assist those who were shielding.

A further feature was the redeployment of both staff to the IPU team, which was the priority for some months. For 6 months both staff were working in the IPU which has had the consequence of a much deeper understanding of the clinical staff's work and vice versa. Once the staff returned to their own roles, they have continued to recruit, train and match neighbours. We have integrated community development with bereavement support in the development of virtual Grief Encounter Groups and continued to develop the Start the Conversation Project with a wider health and social care grouping. This project aims to take Advance Care Planning to the community and empower people to make their own decisions.

Living Well

This service offers a variety of options to support people living with serious, long term and life limiting conditions, and their loved ones. Since the pandemic began in March 2020, all group work has ceased in the 4 locations. Virtual sessions, either live or pre-recorded have been offered alongside telephone consultations. 1:1 face to face consultations with Physiotherapy has continued in a Covid secure fashion. As at March 2021, planning has begun to gradually reintroduce group sessions.

In-Patient Care

Our In-Patient Unit (IPU) based in Welwyn Garden City offers 8 beds for specialist symptom management and end of life care. During the height of the pandemic, we were funded for an extra 6 beds for 3 months, and an extra 2 beds for a further 3 months. Visiting has been restricted to maintain a Covid secure environment, however we have maintained access for families, particularly at the end of life.

Medical services

A consultant supported team of doctors work as part of our clinical services supporting every patient and professional in every aspect of our patient care and educational programmes.

Family Support

We offer a range of service to family and friends supporting them as they cope with the terminal illness of a loved one and through into bereavement. We provide one to one support for adults and children, child and teen support groups, individual and group bereavement support and spiritual care. Since March 2020, all family support work has been delivered remotely. Children and young people have adapted to this approach extremely well. Adult face to face visits



have restarted when remote consultation is contraindicated.

Education

We support our community and healthcare partners by providing an extensive range of clinical education programmes. This service enables the charity to share its knowledge, experience and expertise in specialist palliative care with other providers of care in the area, and contributes to our ambition to improve the end of life care for all people. Staff were redeployed to the IPU for several months and since returning to Education, the external – and most of the internal – education has been delivered remotely. This has proved to be successful for external education but less so for internal. In the last few months of the year, internal sessions face to face have been recommenced in Covid secure environments.



Public Benefit

The Trustees have reviewed the Charity Commission guidance on Public Benefit and are confident that the charity meets the requirements, specifically:

- All services to patients and families are provided free of charge
- We work closely with GPs and other healthcare professionals as we seek to ensure that everyone in the last year of their life is identified and referred to, and able to access, the right services to meet their needs
- We seek to identify specific groups who may find it harder to access services and develop specific approaches to engage them and ensure their needs are met. In the current year, for example, we have extended our reach to those working with people with learning disabilities and also the LGBT community.

All services are provided free of charge irrespective of social, economic, ethnic or religious background and are for the public benefit. To fund these activities, the charity has to raise the majority of its funding from the communities it serves and we continue to rely on the generosity of local people through a wide range of fundraising and giving, including:

- Individual Donations, in memory gifts, regular giving and legacies
- Grants from Trust funders
- A wide range of fundraising events
- A Lottery
- 16 charity shops and an eBay shop operated by our trading company which passes all of its profits to the charity

We also have a service contract with the East & North Herts Clinical Commissioning Group (CCG) that provides 28% of our income.

The charity continues to rely on support from over 325 volunteers who make a substantial contribution to income generation and service delivery. The charity could not provide its services without their time and skills.



Vision and Strategic aims

Refresh of Strategy

During 2020-21, the Charity reviewed and refreshed its Strategy and Vision. A Strategy for 2021-2026 has been identified. Both are described below.

Our Vision is

Outstanding Palliative Care for All

We will deliver outstanding palliative care through our services, and work in partnership with others including patients, GPs, NHS community providers, NHS acute hospitals, Nursing and Residential Homes, Carers, Patient' Relatives and other Third Party Providers to enable them to deliver palliative care that meets patient needs. We need to remember that the provision of end of life care is the responsibility of statutory bodies, however, the hospice has a key contribution to this particularly in the area of specialist palliative care.

Strategic Themes

We have identified three strategic themes to inform and drive everything we do for the vision to be delivered, and these are;

- **Empower** a dynamic, agile organisation to include being financially sustainable and resilient.
- **Enable** an outstanding organisation that delivers care in any setting and is seen as a leader in our field(s).
- **Engage** with stakeholders and each other

The challenge we are addressing, what we will do and measures of success are summarised below. It should be noted that part of business processes is to undertake a situational analysis each year, and then check-in with our strategy to check it whether any changes need to be made to take forward and opportunities that present in the environment.



Empower

...a dynamic, agile organisation

The challenge	Strategic Theme	What will we do	Measures of success
We cannot generate sufficient income to cover the costs of the ever increasing need for our services doing what has worked in the past. IH 'as is' cannot sustain the anticipated growth. Our workforce needs to be empowered and driven to enact change.	Empower a dynamic, agile organisation to include being financially sustainable and resilient	- Develop a skilled, focused, high performing and committed workforce of staff and volunteers - Leverage high quality data to drive informed decisions - Charge for non core services - Be efficient with costs and expenditure - Improve legacy income predictions e.g. investigate 'Legacy Insights' - Increase our income - Reduce operating costs from HQ - Review governance structure to ensure supports an agile business - Develop succession plans for employees	By 2026 we have: - Diversified into other income streams - Increased numbers of active volunteers to 75% of registered volunteers in the month - Better understood our volunteer requirements and diversified our base to support those needs - Met our KPI targets for employee satisfaction (sickness, retention, empowerment etc) - Expenditure is no more than 80% of income - Free reserves (cash + liquid assets) are equivalent to at least 6 months of expenditure - Fundraising income (exc legacies) has increased to £3M PA - Trading company contribution in excess of £1 million per year.

Caring | Together | Respect | Responsive | Dynamic

 @isabelhospice

Enable

...an outstanding organisation

The challenge	Strategic Theme	What will we do	Measures of success
Our organisation needs to be outstanding in everything we do. Specialist palliative care will remain core. We also need to leverage new technology to reach people in new ways and improve our business at every level	Enable an outstanding organisation that delivers care in any setting and is seen as a leader in our field(s)	- Build on new and novel ways of engaging with system partners and primary care borne out of COVID e.g. webinars/virtual sessions - Efficiently continue virtual community care where applicable - Find new, innovative ways to deliver income - Become an employer of choice - Find new ways to understand and measure patient satisfaction - Assess accreditation options	By 2026 we have: - Delivered outstanding services - Identified 4 key success areas from staff survey and improved those vs 2021 results - Patient satisfaction remains above 95% 60% of our consultations are virtual - Delivered outstanding donor and retail experiences

Caring | Together | Respect | Responsive | Dynamic

 @isabelhospice


Engage

...with our stakeholders and each other

The challenge	Strategic Theme	What will we do	Measures of success
We need to find ways to collaborate successfully externally (e.g. other hospices, NHS, Universities) and ensure better internal collaboration to support this	Engage with our stakeholders and each other	- Decide whether to collaborate further or merge with Garden House Hospice Care or another Hospice or Charity - Work with the NHS to deliver valued services that they are willing to fund - Collaborate with external partners as widely as possible e.g. University of Hertfordshire - Benefit through economies of scale through greater collaboration and partnership with other hospices - Investigate outsourcing - Engage in new ways of working - Build partnerships with local organisations to enable a strong community presence and drive awareness	By 2026 we have: - Increased perceived level of NHS funding due to offering services they value - Built a partnership with the University of Herts and other businesses - Merged or partnered with other organisations to reduce operating costs and improve patient services - Improved employee survey and volunteer internal comms results

Caring | Together | Respect | Responsive | Dynamic

   @isabelhospice

Our Values

Our values are at the heart of how we work in every setting – between staff, within teams, with volunteers, how we treat patients and families and how we engage with partner organisations and suppliers. These are:



OUR VALUES

We <u>Care</u>	Everything we do shows we support and care about everyone. about everyone.
We do it <u>Together</u>	We are collaborative and inclusive in our approach. approach.
We <u>Respect</u>	We respect the contribution that everyone is able to make. to make.
We are <u>Responsive</u>	We are responsive to people's needs.
We are <u>Dynamic</u>	We challenge existing practices and strive to continuously continuously improve.

Together we care is our strapline captures the essence of our approach as a charitable hospice

- Every aspect of our care and support is delivered in partnership – with patients, families & loved ones, other professionals.
- Every member of staff and volunteer plays a crucial role in making our care possible
- We work with our communities and our partners.

Achievements and performance

The selected metrics listed below are illustrative of the scale and scope of the services provided. The charity's multi-disciplinary teams of staff and volunteers deserve credit for the high standards of care provided. It should be noted that the numbers for the year ending March 2021 reflect services provided during the coronavirus pandemic.

	March 2021	March 2020	March 2019	March 2018
Total people using our services	1,694	2,339	1,855	1,555
Patients	1,318	1,834	1,441	n/a
Family support clients*	488	630	596	595
Patients receiving In-Patient Care	228	208	174	153
Hospice at Home	152 EHH 359 H@H	149 EHH 287 H@H	139 EHH 298 H@H	153 EHH 183 H@H
Patients cared for in their homes	1,286	1,273	1,602 (Non De-duplicated)	1,206
Patients cared for at Living Well	269	601	573	224
Attendances at Living Well sessions	1,715 Telephone, face to face and virtual	6,334	6,078	4,227
Cancer / Other diagnosis	59%/41%	54%/46%	59% / 41%	74% / 26%
Average days from referral to death	133 days	120 days	106 days	90 days

*Family support clients – 285 were adult family members, 91 children (total 376) and 112 patients.

*Hospice at Home – Total patients de-duplicated across both services = 412



Place of death

915 patients we were supporting died in the year. Of those where place of death was recorded:

	2021	2020	2019	2018	2017
At home*	61%	59%	69%	64%	57%
In Patient Unit (IPU)	25%	22%	15%	19%	18%
Hospital	14%	19%	16%	17%	25%

*A further breakdown of home = 93% died at home and 7% died at a care home

Preferred Place of Death (PPD):

PPD Achieved for 2015/16 (prior to EHH) = 79%

PPD achieved for 2016/2017 = 81% (EHH started November 2016)

PPD achieved for 2017/2018 = 86%

PPD achieved for 2018/2019 = 84%

PPD achieved for 2019/2020 = 80%

PPD achieved for 2020/2021 = 85%

Delivering and improving quality

Our **Quality Account 2020/21** details our performance and achievements and the full report is available on our website. **Feedback from the East & North Herts CCG** included in the **Quality Account** was as follows:

"East and North Herts CCG (ENHCCG) has reviewed the information provided by Isabel Hospice and we believe this is a true reflection of performance during 2020/2021 based on the information submitted during the year as part of the on-going quality monitoring process.

The Quality Priorities set out for 2021/22 continue to show a commitment to strive forward with quality improvement using a range of different projects and approaches. Over the next year they have identified some key areas for improvement such as further provision for care in patients' own homes. This will enable residents in our CCG to remain at home with more complex needs than ever before if this is their final wish. Continued use of IT based analysis is being utilised to ensure that patient outcomes are monitored in real time which enhances care for all. There is a continued investment in their staff and training opportunities that in turn improve their knowledge and understanding of the patients' needs. The staff survey will be used to ensure staff feel supported in their roles which again improves patient outcomes through low turnover of staff.

The hospice showed that they implemented the sepsis bundle by rolling this out to all staff in the Multidisciplinary Team. This had been designed specifically for hospice patients and utilised visual aids and prompt cards, helping to ensure early recognition which is key. Changes made to the drug charts indicate further the drive to provide the safest care possible.

Staff have continued to play a significant role not only at the hospice but throughout the CCG footprint by providing expert support and training to care homes throughout the Covid-19 Pandemic. This has included vital debriefing sessions for staff that have been particularly affected by Covid-19. They are also piloting attending family meetings virtually with the care homes to provide expert advice and support.

The focus shown on early identification of incidents and use of effective communication to staff (including benchmarking against other Hospices) has led to staff being able to identify and act upon trends quickly and responsively. Extending the 'Views on care' to the community has led to a greater understanding of what is important to the patient. It was pleasing to see that 100% of respondents felt the involvement of the clinical specialist nurse had provided benefits that increased their quality of life and that of the people caring for them.

During 2020/21 The Hospice had plans for implementing the Patient Safety Strategy – this was delayed due to Covid-19. However, an assessment was undertaken in March 2021 with a volunteer and a Trustee.



These inspections give valuable insight into how the environment feels for the patients and is used to make improvements to benefits all that use the hospice.

For 2021/22 the Hospice priorities include improving the clinical IT system to aid record keeping. Updating the website to ensure access to the most up to date information and other sources of support will benefit many of our residents and their families. The focus on development and training for staff remains with a psychological skills training programme to equip the staff to respond to psychological stress appropriately and recognise the need to refer on when needed.

The CCG again looks forward to further enhancing the positive relationship that it has with the Hospice and the contribution the Hospice makes to the ongoing care of the residents of Hertfordshire."

Objectives – progress and plans

Last year we set ourselves some specific objectives – our progress against each of these is shown in the tables below, together with some of our key objectives for 2021-22.

Patient Services

What we said we would do 2020-21	What we achieved	The benefits / impacts this has had
Safe Patient safety remains a top priority for the hospice and integral to the definition of quality. Isabel Hospice is committed to embedding the development of new programmes introduced through the NHS Patient Safety Strategy and Framework. We will continue to respond to and investigate patient safety incidents through a revised reporting template and investigation form which allows for effective analysis of patient safety incidents.	The impact of COVID-19 has affected the pace of the NHS strategy implementation. However, the hospice has achieved the following in line with the broader strategy: ➤ Enhanced incident reporting template to ensure clinical staff provide detailed information ➤ Simplified pressure ulcer templates and care planning to improve staff documentation ➤ Support safety culture across the region by reporting community incidents which are fed back to the healthcare organisation involved and CCG for learning	➤ Key and detailed information is now provided at the point of reporting which has assisted effective and swift investigation ➤ Review of incidents at the incident review meeting show appropriate documentation and care planning in place for pressure ulcers with no further actions required ➤ External organisations have welcomed the opportunity to be alerted to safety incidents involving their staff so that learning can be shared
Implementing Sepsis care bundle: With increasing national interest in Sepsis Care Bundles, we planned to introduce this to the Inpatient unit in order to more effectively identify and respond to Sepsis as a multidisciplinary team.	The hospice Education Specialist Lead rolled out the Isabel Sepsis Care Bundle which is specific for hospice patients. This included a visual flow chart and prompt cards providing information around recognition, multidisciplinary approach, management and review of sepsis.	Recognising sepsis in patients within the hospice setting is challenging given the clinical conditions of many patients. This bundle provides tools for clinical staff to assist sepsis screening and decision making and highlights requirements for effective communication.



What we said we would do 2020-21	What we achieved	The benefits / impacts this has had
Effective Learning From COVID-19: During the pandemic, we have adapted the way we work to maintain the safety of patients and staff. As we move towards the 'new normal' we will review and evaluate those changes to ensure we make the most of the opportunities to do things differently that we have been offered. Implementing PLACE – the NHS environmental audit tool. The assessments involve local people who are not staff (known as Patient Assessors) going into care environments as part of teams to assess how the environment supports the provision of clinical care. 1977	COVID19 affected every part of our clinical service. To continue to provide an effective and safe service to our patients and their families, our Clinical Nurse Specialist (CNS) and Living Well Services moved to providing support and clinical advice via phone and virtual consultations. We designed a survey to help evaluate this change. We received 74 responses, 31 from CNS caseload and 43 from Living Well caseload. Due to rigorous COVID19 restrictions, the PLACE assessment did not take place until March 2021. The assessment was undertaken by a Trustee and hospice volunteer to assess the environment, building and overall experience of the hospice through the eyes of a patient.	The survey showed that in most cases remote working had not detracted from the support and care provided to our patients with 93% stating that they were very satisfied (83%) or satisfied (10%) with the care and treatment provided by our staff during the pandemic and 81% felt that they had been supported. Staff began using an appointment system for call/video consultations so patients and their families were prepared and face to face consultations were undertaken for patients with complex needs. This survey provided evidence that a blend of virtual and face to face consultations is an effective care option. The hospice achieved the following scores: Cleanliness – 100% Food – 100% Privacy, dignity & wellbeing – 91% Condition, appearance & maintenance – 98% Dementia – 80% Disability – 81% Scores which were below optimum relate to Dementia and Disability: ➤ Not all toilet doors were in a single distinctive colour ➤ Hot/Cold taps colours worn off ➤ Handrails not in a colour that contrasts with the walls ➤ Availability of hearing loop not clear ➤ Leaf catcher in guttering hanging down ➤ More effective signage required These findings have been fed back to the facilities team and IPU Manager for action.



What we said we would do 2020-21	What we achieved	The benefits / impacts this has had
Responsive Bereavement Cafes: We are planning to establish open, drop in bereavement cafes supported by the Community Development manager with volunteer support. These are to be established in venues across the patch to encourage local friendships to develop. Again this will depend on guidance related to COVID-19. Implementing Views on Care in the Community: Views on Care is a validated tool which focuses on the patient's quality of life and perceived impact of the palliative care service. This will become an integral assessment for our community patients to help ascertain our service user experience in the community setting. Service Improvement Partnership (SIP) for Patient Survey Going forward, we will undertake a Service Improvement Partnership (SIP) project to establish service users' perception of the question relating to the opportunity to discuss wishes for future care. This question is asked within our IPU patient survey and results are currently below what we would expect. Our data shows that the offer of Advance Care Planning is provided to all appropriate patients. By obtaining	Working collaboratively, the Family Support team, including Bereavement Support Volunteers, and the Community Development Lead have refreshed the group bereavement offer. This comprises 6 planned sessions with professional therapeutic input and an end point. Users are then supported to create or join groups local to where they live which are facilitated by a Compassionate Neighbour until such time as the group chooses to stand alone. The implementation of views on care was initially met with some resistance by the community nursing team. The team raised concerns about directly asking the patient to complete the survey whilst under their care. However, through team discussion and engagement, a solution was agreed to send the questionnaire to patients and carers on CNS caseload whilst providing anonymity. This would also provide both a patient and carer experience. We received 30 responses. During the period of the survey, only two respondents did not feel they had the opportunity to discuss wishes for future care: ➤ One was completed by a family member but the patient record showed that advance care planning had been discussed with the patient ➤ One patient noted 'haven't been discharged yet so don't know what the future is yet'.	Covid 19 has interrupted the running of these groups face to face, although we have piloted the approach virtually. Planned impact will include encouraging local support networks, normalising the experience of loss and bereavement and the end of a dependency on the hospice support group. The Views on care results showed: 80% of respondents felt that their main problems and concerns had got better 100% felt that involvement with the Clinical Nurse Specialist had provided benefit (2/3rds stated a lot of benefit). Patients and carers overall quality of life had increased following CNS involvement. Respondent comments included: Supportive; Helpful medication advice; Compassion It was also noted that whilst not always possible, face to face visits would have helped. This evidence further supports the blended face to face and virtual care model. The question remains valid but respondents need to be offered the chance to provide further information around this. Further discussions with clinical staff and the Ward Clerks indicated that survey completion had been hampered by COVID19 restrictions. Historically, the ward clerks would hand patients and their families the survey and discuss completion. Due to current restrictions, the paper survey is left in the room with no



What we said we would do 2020-21	What we achieved	The benefits / impacts this has had
the views of our service users, we can ascertain their understanding and amend the question if appropriate.	Patient was discharged before this could be discussed but again the records showed advance care planning had been discussed.	chance to have further conversations. The SIP provided a chance for us to review the way in which we obtain feedback from IPU service users and how we can improve this. This will form part of our objectives for 2021-2022.
Well-Led Implementing a visual and immediate method of communication across the hospice Effective communication is key within any organisation but particularly crucial within the current climate. The hospice currently communicates in a variety of ways to staff however this communication is sometimes missed by clinical staff on varying shifts, for a variety of reasons. We wanted to explore ways to provide a more visual and immediate way of communicating to staff across the hospice so that they can keep up to date with the latest developments.	Quarterly patient safety dashboards were created showing our safety performance across three key aspects; patient falls, medication errors and pressure ulcers. Using the Hospice UK benchmarking tool, visual graphs containing information around safety performance compared to other hospices was provided to staff on the unit via notice boards and their team meetings. The Head of Governance also worked with the Head of Marketing and Communications to develop the Isabel Hospice digital noticeboard. Available to staff when they open a web browser, this provides links to useful clinical information such as Covid19 guidance, IT contacts and policies. The CEO and Executive team have implemented quarterly all staff and volunteer zoom sessions to share information and organisational progress. All Executive team members summarise the discussions at Exco fortnightly and share with their teams. The CEO has prepared and published 'Message from Helen' which offers news and updates across the service. Following the Staff Survey, in which communication scored	Staff were able to easily identify where there have been improvements in patient safety comparable to other hospices. This was evident for both falls and medication incidents. Also, to see where we are above average for pressure ulcer incidents. Further investigation of this established data discrepancies in the national reporting of pressure ulcers to Hospice UK. Further work will be undertaken by the tissue viability group to continually assess the management of pressure ulcers within the unit. Follow up work is required to establish the impact of the digital noticeboard to determine what aspects are helpful to staff and what further information is required. This will be addressed in team meetings and the results fed back to the Head of Marketing and Communications. These have been well attended and feedback from staff is that they find them very useful and feel more valued as a result. Feedback from staff is that they appreciate this feedback This messages are opened and read by a higher percentage of volunteers than staff (approx. 30% of staff open this). This suggests we need to invest in the development of a culture of communication being two way.



What we said we would do 2020-21	What we achieved	The benefits / impacts this has had
	poorly, Directors have held focus group sessions outside their own directorates, asking staff for their ideas and suggestions to improve communications.	

Education in 2021/21

At the start of the year there was a well-planned transition to a new eLearning platform called Bluestream Academy. Bluestream provides many benefits and allows for a more robust system of recording and evidence. The next step is to move away from the volunteer work book for clinical volunteers and add them to our ELearning platform which again will provide clearer evidence of Statutory Mandatory training. Throughout this year clinical staff have managed their stat man training with conviction, allowing us to maintain our target of 95% uptake. The Education team has recently taken over the recording of non-clinical Statutory Mandatory monthly figures. It is hoped this will create a more seamless approach to statutory mandatory training across the organisation.

A new training landscape was created by the Coronavirus (COVID-19) pandemic. Initially some of the education team were recalled back into clinical work. Despite this, vital training was maintained. Our education team designed and delivered a four day training course for new Health care assistants (HCA) to support the extra beds in IPU. Practical moving and handling and staff development days remained face to face. The remaining training was delivered virtually. The Education team became adept at providing virtual interactive sessions and though numbers of attendees were initially small these numbers continue to rise. The virtual learning zone has increased in attendees as it is easier for people to fit these sessions into their working day. Of note, although numerous sessions were cancelled and the external programme commenced later in the year, attendance and number of sessions offered are not far behind previous years.

A virtual platform allowed delivery of training that was adapted to the challenges presented by Coronavirus (COVID-19) as well as to the needs of our community. This was especially so in Care Homes. Care Home Education adapted to virtual delivery instead of face to face. In collaboration with Garden House Hospice care (GHHC), education was provided to care homes around their needs and requirements. This approach meant that more carers were able to access the training and delivery spanned East and North Herts capturing a larger uptake of carers in one session. The sessions were adapted to be responsive to care home's needs; this was driven by a daily or even hourly changing situation alongside the legislation and adaptations to care that were driven by the pandemic. Subjects delivered were varied and of late there has been an increased need for bereavement, loss and resilience support for staff. We have worked extremely closely with the Clinical Commissioning Group (CCG) and external providers during this year and these closer relationships have been very beneficial.

In terms of projects, delivery was maintained. The team supported projects on Learning disabilities, Health Care Partnerships Association (HCPA) End of Life Care Project and the Integrated Care System webinar projects. This was all delivered collaboratively with palliative educators in the other hospices and Hertfordshire Community Trust (HCT). Projects raised £11,130 for the hospice. We have led and project managed the production of psychological assessment skills training alongside GHHC, HCT, the Lister Hospital and our clinical psychologist in East and North Herts.



Unfortunately, our Isabel education team has diminished in numbers since March 2020. However, we are pleased to be working collaboratively with Garden House Hospice education team to ensure we could continue our external education programme (which has been published) and to become more unified to increase our joint external education approach. The pandemic has enabled a new vision of providing a blended approach of virtual and face to face learning. The team are excited to move this vision forward with the aim of reaching more people and ensuring that the importance of palliative care is foremost in the delivery of care. A summary of education is given below.

TRAINING TYPE	NUMBER OF SESSIONS DELIVERED	NUMBER OF ATTENDANCES	INDIVIDUAL ATTENDANCES
INTERNAL			
Stat/Man	47	209	Not recorded
Clinical Professional Development (includes Junior Doctor Teaching)	36	139	Not recorded
Total Internal:	83	348	176 individual attendances at all internal training
Volunteer Training	0	0	0
Isabel Hospice External Education Programme	30	312	214
PROJECTS			
Compassionate Neighbours	8	34	34
ICS	2	77	77
Total Projects:	10	111	111
Patient Education	0	0	0
Training Sessions Delivered Externally (includes sessions delivered for HCPA)	79	650	not recorded
TOTAL NUMBERS:	202	1421	501 (note this does not include the 650 attendances at external sessions as individual attendees were not counted at sessions delivered at HCPA)



Clinical Quality Priorities and Visions for April 2021-March 2022

Building on the organisational strategic objectives, we have identified 4 clinical strategic objectives:

Enable an outstanding patient journey

Engage and integrate with the wider health and social economy

Empower staff to deliver outstanding care

Engage to enable and empower a compassionate community

Our quality priorities and visions feed into these objectives.

Safe

Improve access of community patients to medical review

Now that the medical team has increased and is well settled, we aim to be able to offer more home based care for patients with complex or unstable symptoms who choose to remain at home. This will complement the support to the nursing teams via Specialist Multi-disciplinary meetings and caseload reviews.

Participate in the Hospice UK Falls Audit Programme

Hospice UK have invited hospices to participate in a national falls audit programme for the year 2021-2022. This detailed audit will audit falls activity and contributory factors. Being part of this national audit will provide a detailed analysis of a large amount of falls data. We will implement any recommendations to improve falls patient safety within Isabel.

Effective

Enable IPOS analysis at service level to drive improvement in patient outcomes in real time

Through the LHITS (Leathen Healthcare IT Solutions) tool, we will be able to breakdown patient outcomes by service. This will provide specific information for each cohort of patients being cared for by the different services within the hospice. This will enable us to address the concerns and problems faced by those patients and provide targeted interventions. We will also understand which patients are in an unstable phase and whether this is being addressed in a timely manner.

Streamline Patient Record Keeping SystemOne

The hospice moved to the patient electronic record keeping system, SystemOne from Crosscare in 2016. Throughout the last five years, it has been updated and tweaked but there are some aspects which are ineffective and duplicitous. In line with our clinical strategy to improve the patient journey, a SystemOne working group will be set up to streamline the current patient record keeping in SystemOne. Each clinical area will be represented and will be asked to engage their teams in consultation. The aim will be to provide a simple and effective system to aid clinical record keeping.



Caring

Implement the psychological skills training programme across all teams

Our nursing and Allied Health teams work closely with patients whose symptoms include psychological or emotional distress. Over time, we have seen an increasing reliance on referral to the Family Support team and a reluctance to engage with these symptoms. We have designed a training programme for all clinical staff to better equip them to respond to psychological distress, while at the same time identifying appropriate referrals to the specialists in the Family Support team.

Offer all staff the opportunity to attend a death café (new staff within first 6 months of employment) and the opportunity to complete an Advance Care plan with support

Our own staff need to benefit from working in a palliative care setting by developing resilience in the face of loss and grief. They also need to become ambassadors in their own communities, enabling and encouraging the wider discussion related to life being impermanent. To this end, we have identified that all staff, including non-clinical staff, would benefit from learning to talk openly about death and dying. Death Cafes have proven to be a gentle and positive way to facilitate and promote this and we plan to offer attendance to all new staff (and existing staff as capacity permits). Encouraging them to complete an Advance Care Plan is an extension of our work in the public health approach to palliative care.

Responsive

Review and update patient information

The ability for patients to access information is increasingly important. The website is a critical point of reference for patients and their families. This year, we will be redesigning the clinical information on our website to ensure that our service users can access contact, patient information leaflets and updated list of services for signposting (such as wills and practical assistance).

This review of patient information will also include a review of the welcome pack in the community and the IPU folder to ensure it is both contemporary and helpful.

Improve response rates for the IPU Survey

Currently, the IPU survey is a paper questionnaire which is left in the room for patients and their carers to complete. Response rates are around 30% which means there is a gap in feedback of patient experience.

Most people are now used to completing surveys on their phones and tablets which is both better for the environment and easier to complete. Through fundraising, the IPU was provided with digital tablets for both staff and patient use. We will be moving from a paper questionnaire to a digital one thus providing patients and their families an easier and more opportune way of completing the questionnaire. Results will be submitted directly to the Governance team and therefore any queries or issues the patient raises on the questionnaire can be fed back and addressed by staff straight away.

Well-led

All members of the Executive team have been tasked with identifying a plan to approach and address issues arising from their teams in the annual Birdsong Staff and Volunteer Engagement Survey. They will implement these plans and aim to improve satisfaction in areas that scored poorly.



Finance

What we said we would do in 2020-2021	What we achieved	The benefits / impact this has had
Drive culture of cost consciousness across the organisation to ensure costs are managed within budget.	Total expenditure for the year was £7.1m, 12% better than prior year. Year-end cash balance of £2.8m, was £2.1m better than prior year.	Successful delivery of this objective, which was a key part of the Financial Turnaround program to reverse the £1m deficit in previous year, has contributed to the Hospice recording a surplus of £2.4m for the 20/21 financial year, a £2.9m improvement on prior year.
Complete recruitment of vacant position in the finance team.	Due to the uncertainty around the merger of the Hospice during the year, the recruitment of a permanent Head of Finance was put on hold and an Interim Project Accountant appointed to provide high level support and first line management to the team. There was no impact on the performance and deliverables from the team during the year as a result of this uncertainty.	Following the decision by the Board not to merge with Garden House Hospice, the current Interim role will now be converted to a Head of Finance position and recruitment completed following the end of the current contract.
Our objectives for 2021-22		What we will achieve and how we will measure success
Deliver 21/22 budget as agreed by Finance Committee and Board.		21/22 Budget delivered.
Maintain solvency		Aim to have available cash or liquid assets that are sufficient to cover an average of 3 months operating expenditure.



Fundraising

What we said we'd do 2020/21	What we achieved	The benefits / impact this has had
Fundraising income target of £2.25million excluding legacy, by continuing our more commercial approach to fundraising with focus on return on investment and delivering new initiatives.	Delivered income of £1.9m (excluding legacies) which was short of budget by £350k, entirely due to the Coronavirus pandemic, which decimated our events and much of our community fundraising activity. Our fundraising efforts during this unprecedented year, combined with cost saving initiatives, produced a strong year, despite the ongoing pandemic. This was driven by a number of factors: • Delivering an Urgent Appeal our 'Coronavirus Fighting Fund' being delivered inside 3 weeks & generating >£150k. • Continued strong performance in Trusts & Grants. • Growth in our 'Lights of Love' annual appeal. • Virtual Events Fundraising. • Strong In-Memory giving. • Low lottery membership attrition. • Launch of new 'Xmas Tree Recycling' initiative which exceeded expectations. • Re-shaped our Marketing & Communications team and focus, which has immediately delivered results. • Cost savings in terms of not filling vacancies, other initiatives and no event costs. • Focus on Return on Investment (ROI) and planning, commercial focus.	Delivered exceptional income given the Coronavirus pandemic, which was ahead of 2019/20. This was also further supported by significant cost savings. Teams coped well with adjusting to new initiatives and home working. Our agility allowed us to secure a high level of income, which surpassed initial forecasts as Covid hit.



Our objectives for 2021/22	What we will achieve and how we will measure success
Deliver fundraising budgeted income (exc. Legacy)	Deliver an income budget of £1.957k excluding legacies. Continue on the success of the past year by maintaining a commercially focused approach to our breadth of fundraising activities. Developing a high performing team that can flex to supporter needs and trends, impact of the pandemic.
Deliver a supporter first culture With Gift Aid at its heart.	Further develop and enhance the supporter care team of both volunteers and employees, whilst imbedding processes that genuinely put supporters first and that drives gift aid income, throughout the team and organisation. In Fundraising achieve a Gift Aid budget of £111k.
Develop a portfolio of new fundraising events and community fundraising initiatives that appeals to all audience types. To enhance existing relationships and grow new ones. Take the learning from events that transitioned to a virtual space.	Plan a new program of events that is on trend and marketable to new and existing supporters that appeals in both the challenge and mass participation events. Drive community fundraising via further investment and more pro-active commercial approach, supported by relevant KPI's and approach.
Increase supporters through the outsourcing of Isabel Hospice Lottery to Local Hospice Lottery.	This transition to Local Hospice Lottery completed at the end of March 2021 and will not only improve the contribution to the charity from our lottery program, but also support acquisition of members, which is a significant objective for Isabel going forwards.

Fundraising Landscape 2021/22

At the end of the financial year, the ongoing Coronavirus pandemic presents an uncertain landscape for fundraising, given the continued restrictions, challenging economic climate and supporter confidence. As such, Isabel anticipates a further challenging year in 2021/22.

Isabel expects that its income from Community and Events fundraising will continue to be effected, particularly in the mass participation and community fundraising space. Plans are in place to mitigate this, however, until the year progresses and restrictions are lifted, this key area of fundraising will remain challenging.

Trusts and Foundation fundraising we expect to remain strong, due to the good relationship we have built with funders and the impactful clinical programs they support. Major Donors will also be a key area of focus, as we build an Ambassadors program in the lead up to our 40th Birthday in 2022, with the clear opportunities for fundraising and celebration this will create.

Our Appeals program in Spring & Christmas will remain crucial. The transfer of our lottery has proven successful and the key focus for it this year is significant member acquisition, via marketing and canvassing. Our plans to support in-memory fundraising, gift aid performance are strong, with continued focus on supporter care and return on investment being crucial. Underpinning all of our plans is our new approach to Marketing & Communications, as we seek to engage better and more effectively with our communities. Our new website will launch in late summer.



Retail / Charity Shops

The Retail/Charity shop business is overseen by the Board of Isabel Hospice Trading Limited, a subsidiary of the Charity. We had the following objectives.

What we said we'd do 2020/21	What we achieved	The benefits / impact this has had
Deliver Sales Budget	Income Budget aspirations set at the beginning of the year were decimated by the Covid 19 Pandemic. Income of £1.9m was achieved with a loss to the charity of £53k.	The Coronavirus pandemic had a major impact on our ability to generate income from our Retail business, with our shops closed for much of the year. Our continued focus on our successful Ebay business during this period, plus innovative ways of generating stocks to sell, reducing costs and central government support; ensured that this impact was minimised.
Continue to Drive Gift Aid	Due to the restrictions of Covid-19 and the 'contact less' nature of our operations and lack of volunteers; this proved difficult	New tech, new processed and training have been delivered to return this to industry standard levels post pandemic.
Appoint a Director with responsibility all Income Generation activities including Retail	A Director of Income Generation and Marketing was appointed in March 2020	This appointment was present throughout Covid-19 pandemic and assisted with developing an agile team. A Retail Business Manager was appointed in March 2021.
Support the retail team with investment into training	With much of the team on Furlough throughout the year opportunities were difficult to implement this.	Statutory/Mandatory training levels of >80% were achieved. Training has been put in place for Shop Managers e.g. pricing, effective shop windows, social media for promoting sales.
Our objectives for 2021/22	What we will achieve and how we will measure success	
Deliver Income and Contribution Budget	Deliver an income budget of £ £2,571k with a net contribution to the charity of £247k.	
Continue to drive gift aid	Continue the good progress on gift aid within the retail space and deliver a budget of £123.5k.	
Increase average selling price	Implement a new pricing strategy and increase our average selling price by 20%.	



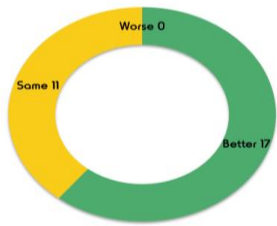
Retail Landscape 2021/22

Virtually all retail analysts both in the charity and commercial space, fail to have a clear view on what the next financial year will bring in terms of retail performance, given the unprecedented situation ongoing and post the Coronavirus pandemic.

Whilst Isabel is optimistic that consumers will return and that supporters will continue to donate stock to our cause, it is clear it needs to evolve its retail operation further this year. Ebay and further e-commerce platforms will support our ambitions and the recruitment of a new Retail Business Manager in March 2021, will support delivery. Shops however remain vital and a return to our retail principles, value for money, excellent customer service and quality of stock will be vital.

Our People

Our people, both staff and volunteers are our greatest resource. During 2020/21 they have needed to respond to changes in working practices to accommodate national and local lockdown requirements. Also a number of staff were furloughed under the Government's Coronavirus Job Retention Scheme. Some volunteers stepped down as either the services that they supported were withdrawn (e.g. Living Well Services and working in shops) or they were unable to support due to shielding. Shielding is the word used to describe how to protect those at highest risk of severe illness if they catch the COVID-19. During the 2020/21, all over 70 year olds were advised to shield.

During 2020/21 the Boards of Isabel Hospice and Garden House Hospice Care appointed a Joint People Director who was asked to set up a Shared People Service. What we said we'd do 2020/21	What we achieved	The benefits / impact this has had
Engage with our volunteers and gather meaningful data for volunteers to understand the areas that Isabel need to focus on to better engage with our volunteers and increase the number that we recruit.	Volunteers were invited to take part in a second Birdsong Survey . We kept in touch with volunteers during the pandemic by: • Ringing individual volunteers who were shielding • Introducing Virtual Coffee Mornings • Inviting volunteers to the quarterly all staff and volunteer virtual meetings • Weekly Message from Helen • Monthly This Month @ Isabel. • In addition, Department and Team Leads kept in touch volunteers	Birdsong Survey results indicated: • 206 took part. (At this time it is not possible to identify a denominator as unclear which volunteers were still active. • Responses for all the questions scored the same score or better scores than those obtained for the previous year. 2020 total agree comparison with 2019  • 99% indicated that they



		were proud to volunteer for this charity.
Understand our starting point and continue to build the diversity of our people , ensuring we are reflective of the communities that we serve and that we celebrate diversity	We were hoping to work with local charities and ensure we reach a wider audience to build the diversity of our staff across all characteristics of diversity as defined by legislation. With COVID-19 we had to reprioritise our People work to implement guidance so the planned work has not progressed	See comments
Additional Work Undertaken in 2020/21		
Introduced Flexi Furlough on three occasions	This particularly affected employees working in the Retail Business when shops were shut on three occasions to comply with Government lockdown requirements.	
Health and Wellness for our Staff	We relaunched the Employee Assistance Programme, which has led to a greater support offering for both employees and managers. Managers have been encouraged to have extra contact with staff to check on Health and Wellbeing and provide support as possible.	



Introducing a COVID-19 Testing Programme for our Staff	Polymerase Chain Reaction (PCR) and Lateral Flow Testing (LFT) of asymptomatic staff and volunteers was introduced for clinical and non-clinical staff as appropriate. A clear and consistent testing process and follow-up for symptomatic staff and volunteers has been set up and is being managed.
Establishing a Shared People Service for Isabel Hospice and Garden House Hospice Care	This involved the Joint People Director identify a structure, and restructuring the two Human Resource and Volunteer Services Departments of the two Hospices to form one Shared People Service. After undertaking a review it has been agreed that each Hospice will revert to having its own People Service.
Our objectives for 2021/22 include:	What we will achieve and how we will measure success
Re-establishing our own people service	We are aiming for this to be in place by 1 st July 2021. After being in place for 6 months it will be reviewed/evaluated.
Implement a Reward and Recognition Scheme for our Staff	We are designing, in consultation with the Executive Team, a voucher scheme to reward both individuals and teams. This will reflect exceptional performance based on Isabel's values and will involve both nominations by colleagues/managers and decisions by a panel of staff across the Hospice.
Have a particular focus on Recruitment of Staff to identify innovative ways to recruit all staff, but particularly clinical staff which is particularly challenging	Recruitment remains challenging for certain clinical roles. The People Department will work closely with clinical team to respond to needs and design innovative ways of recruiting additional clinical staff.
Achieve a Consistent and Competitive Salary Structure	In July 2021 we will initiate a project with Garden House Hospice Care and Croners to achieve a competitive salary survey, to benchmark our existing roles and ensure that our salaries are competitive and consistent. This will in turn support a recruitment strategy.

During the year many volunteers stepped down due to the coronavirus (COVID-19) restrictions; they either were not able to support due to medical reasons, or services such as Living Well Services were not delivered at the centres. We also have had a review of the volunteer data base. During the year, 325 volunteers gave an estimated time of 50,700 hours' worth an estimated £451,737.

We are immensely proud of the support provided to the Hospice by our highly valued team of volunteers who give their time, expertise and support to the Hospice in a wide variety of areas from administration, retail, patient services and fundraising. Many who were able to volunteer changed roles to meet the needs of the Hospice. The Board of Trustees would like to thank all volunteers for all that they do. The Hospice would like to thank volunteers for all the support they have given.



Financial Review

The financial statements for the year ended 31st March 2021 comprise the results for the Charity and its wholly owned subsidiary Isabel Hospice Trading Ltd.

In a very challenging year, mainly driven by the reduction in operating income as a result of the COVID-19 pandemic, the Charity recorded a strong set of financial results for the 20/21 financial year with a net surplus of £2.4m, a significant improvement on the prior year deficit of £0.5m. This was mainly driven by receipt of Government support grants (Retail, Hospitality and Leisure Grants, NHS England, Job Retention / Furlough grants), material increase in legacy income and the successful delivery of the financial turnaround program that focussed on cost reductions, driving productivity and efficiency initiatives across the Hospice.

Income

Total income for the year increased by £1.9m (25%) to £9.4m. Included in these figures are government grants totalling £2.1m received as a result of the support package for Hospices impacted by the pandemic. The NHS awarded funding to allow the Hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose. Total funding received from this grant was £1.1m. An additional £1m of funding was received as part of the government's Retail and hospitality leisure and furlough schemes.

Income from fundraising donations and recognised legacies (excluding lottery and event income) was up 74% to £3.4m (2020: £1.9m). The charity had a very good year with Legacy income with recognised income from this source increasing to £1.9m (2020: £0.7m). Legacies which were notified but not yet met the income recognition criteria amounted to £1.2m (2020: £1.6m), these have been treated as contingent assets and not recognised as part of income for the year.

Income from Charitable Activities was up 75% to £3.6m (2020: £2.0m) mainly driven by a 5% increase in funding from our core CCG contract and receipt of a number of COVID related government support grants.

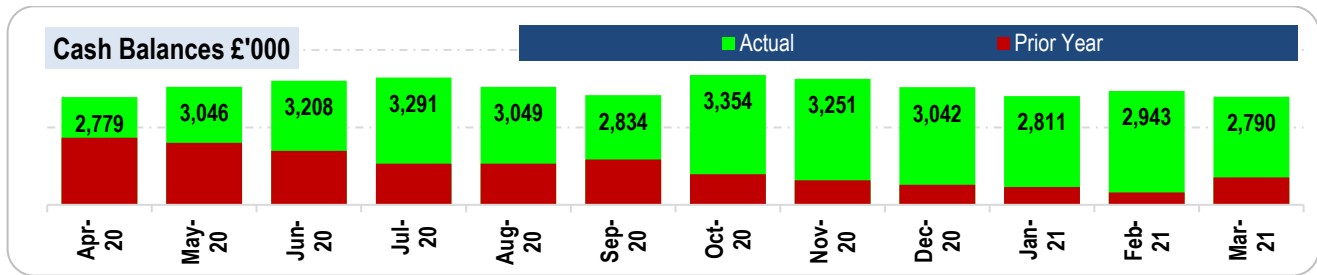
Income from Other Trading Activities declined by 29% to £2.5m (2020: £3.6m). Key drivers of this decline were increase were a 62% decline in Charity Shop income to £1m (2020: £2.6m) and 58% decline in Fundraising event income to £0.3m (2020: £0.6m). The high street remains a turbulent market and the COVID-19 pandemic had a significant impact on retail income at the end of the year with the closure of all shops including our ecommerce operations.

As a result of the successful delivery of the financial turnaround program to reverse the deficit recorded in previous year, total expenditure declined by 12% to £7.1m (2020: £8.1m). This program focused on driving efficient and prudent management of expenditure across the Hospice during the period.

At the end of the financial year, the Charity held net assets of £6.8m (2020: £4.4m). Net current assets increased to £3.5m (2020: £890k).

Total cash in hand available to the Hospice at the balance sheet date significantly increased by £2.1m to £2.8m (2020: £705k). This was mainly driven by the increase in income from government and legacy receipts, successful delivery of our financial turnaround program and focus on prudent management of cash throughout the year.





Total funds for the Hospice at the end of the year was £6.8m (2020: 4.4m). Our unrestricted funds comprise of a £1.1m in general funds, £3.8m of designated funds and £0.4m of revaluation reserves. Our restricted funds comprise of endowment funds of £836k and other restricted funds of £0.7m.

COVID-19 Impact

The COVID-19 pandemic impacted both fundraising and retail activities with income from these activities declining by £1.8m throughout 2020/21 financial year.

Throughout 2020/21, the Hospice instituted a monthly reforecasting process to measure and mitigate the potential financial impact throughout the year and ensure our plans to provide excellent patient care continued.

The financial results delivered in the financial review section provide further details of the success of the risk mitigation measures implemented as a result of the pandemic.

For the 2021/22 financial year, a quarterly reforecasting process has now been implemented to provide further assurance on delivery of in year budget to key stakeholders of the Charity.



Risk reserves

The trustees have chosen to adopt a risk based approach to income streams in setting a target level for risk reserves, making an assessment of the amount of each income line which could be at risk in any one year. This approach fits hand in hand with our review of strategic risks and provides a funding mitigation for many of the risks identified. The reserves also specifically recognize the risks associated with planned growth / development of new income streams.

Following a review of its Risk Reserve policy and targets at the end of the last financial year, the Trustees set a new target of £1.1m to manage the risk of potential fluctuations or underperformance in key income streams. Following the strong financial performance and positive turnaround in its financial results for the 2021 financial year, the Charity has now fully replenished its Risk Reserve fund back to £1.1m and also increased its free reserve position to £1.5m.

Working Capital and Cashflow

A vital factor for any organisation is having sufficient working capital and cashflow – this varies between organisations based on the nature of income streams and expenditure. We have benefitted for many years by our NHS Clinical Commissioning Group (CCG) contract paying us the full contract amount (c£1.8m) in one lump sum at the beginning of each year. The NHS CCG has indicated that going forwards there will be quarterly upfront payments.

We produce a cashflow forecast and monitor our cashflow position monthly to provide additional scrutiny of our cash performance and reserves. Our year end cash position improved significantly by 296% to £2.8m as a result of the prudent management of cash during the period. This position has provided the Charity with at least 5 months cover for operational working capital requirements, the strongest cash position the Charity has delivered for a number of years.

Going Concern

The trustees recognise the requirement to assess the going concern of the Charity.

The Charity has sufficient working capital to provide a contingency if required and the trustees are satisfied that there are no unmanaged material uncertainties impacting the Charity's ability to remain a going concern, and so can conclude there is a reasonable expectation that the Charity will be a going concern for at least 12 months from the signing of this report and accounts.



Risk Management

During 2020/21 the Isabel Hospice Charity Board met monthly and considered the Risk Register initially monthly and then every other month towards the end of the financial year. The Finance & Risk committee met monthly to consider the finances and towards the end of the year has reverted to quarterly, which is the usual frequency of meetings. One of its roles is to oversee the risk management functions of each of the Board's sub committees. Each of these committees is responsible for maintaining active risk registers and monitoring management and mitigation actions. The risk registers are reviewed by the Finance & Risk committee which provides assurance to the charity Board. Major risks are identified according to their likelihood and potential impact. There will be a particular focus on Board Sub Committee Risk Registers in 2020/21

Strategic risks are reviewed as part of the Board's strategic review cycle and the key strategic risks are combined with high rated operational risks and a heat map produced to provide a clear visual representation of the charity's top risks. In response to the COVID-19 pandemic, short, medium and long term/strategic risks were identified with mitigations which have been reviewed monthly by the Board. A summary as at May 2021 is given below.

Short Term and Longer Terms Strategic Risks – May 2021

Risks	Impact of unmanaged risk	Actions to manage / mitigate
Short Term		
1. Shortages of Clinical Staff due to vacancies. This is a challenge affecting all health care providers	Reduction in clinical services.	- Active Recruitment. - Look at new ways of recruiting clinical staff e.g. recruiting Nursing Associates - Increase numbers of staff on the Bank
2. Delayed Income from CCG for 2021/22 as Isabel Hospice does not have signed contract. This is because NHS Planning and Priorities Guidance was to CCGs late March.	Cash will not meet forecast.	HG chasing CCG. Fortunately we have cash if money from CCG is delayed.
3. Introduction of further COVID-19 Lock-Down Restrictions due to increased cases and NHS are unable to manage	Lead to reduction in contribution from the Trading Company (due to closure of shops) and cancellation of Fundraising Events	Continue to build e-bay Operations and Stock as possible
Medium Term		
4. Unable to maintain the longer term sustainability of the Hospice	Hospice and its services would no longer exist	- Careful and frequent forecasting to establish financial position (short term) - Collaboration with other organisations to share some services



5. Learning and advantages of remote working are lost	Missed opportunity to embed efficiencies and savings	Review of working practices and continue those that offer savings and increased effectiveness and productivity e.g. • Increase in Home Working • Virtual Meetings throughout the organisation • Virtual Education • Virtual assessment, care and support of patients and family members
6. Few opportunities for expenditure savings through reduction in people costs with current ways of operating.	Limited ability to reduce costs/expenditure if this is needed.	Invest in technology to improve the efficiency of operations during 2021/22
Longer Term/Strategic		
Political		
7. Value of CCG Funding reduces	Unclear what the funding arrangements will be while NHS recovers from COVID-19. There is some intelligence to suggest that GPs in Primary Care Networks may have greater influence on Hospice Funding	Maintain strong relationship with CCG-share impact of the work IH is doing Develop good relationships with GPs and NHS providers – Acute and Community Link any service developments to the needs of NHS and seek additional support for new projects it will reduce hence risk reduced.
Economy		
8. Low/no/negative economic growth	Reduction in giving by individual donors & corporates	Continue to develop diverse fundraising portfolio Build supporter base Increase Legacy Giving
Sociological		
9. Increased demand for Hospice Services: • Older people living longer with more health issues • Population growth (also opportunity for increase of donors)	Unable to meet increasing need for services More people dying in hospital unnecessarily leading to worse EOL experience	Identify more efficient ways of supporting people working in collaboration with partners e.g. Day Service Work
Technology		
10. Not optimizing functionality of systems to drive business	Constraints on service development Constraints on fundraising effectiveness Less engaged donors (choose other orgs to support)	Consider ways that Technology could help to improve the efficiency and effectiveness of our operations



11. Not developing new digital solutions	Missed opportunities for supporter engagement & income generation Not embracing emerging e-health options Higher costs to deliver services – lower VFM	Collaborate other hospices Develop staff culture to generate ideas Invest in right resource to enable development of new digital solutions
12. Lack of effective Systems Integration	Drain on resources due to manual processes Potentially constrains future planned growth	Develop plan to integrate key systems Post Covid-19 as resources allow.

Exploring Collaboration and Merger

The Strategic Oversight Group (SOG) with representatives from Garden House Hospice Care and Isabel Hospice met until January 2021. The Isabel Hospice Board at its meeting on 2nd December 2020 took the decision that it in principle supported a merger with Garden House Hospice Care, subject to further work and outstanding queries being addressed. At the meeting on 7th April 2021, it was concluded that merger at this time was not appropriate and collaboration would be sought. The following announcement was disseminated to staff and volunteers.

"Over the last four years, the staff, volunteers and trustees of Garden House and Isabel Hospices have worked closely on a number of projects. Since April 2020, this work has involved exploring a possible merger of the two organisations.

Although this has been a useful exercise, the Boards of Trustees of both hospices, with the full support of their CEOs, have decided not to merge at this time. In the interests of beneficiaries, our hospices share a strong commitment to collaborate with each other and will continue to do so."

Structure, governance and management

Isabel Hospice Limited is a registered charity and a company limited by guarantee without share capital and is governed by its memorandum and articles of association. The group includes a wholly owned subsidiary company, Isabel Hospice Trading Limited, through which its retail trading activities are carried out.

The charity works in partnership with local GPs, the CCG, local NHS hospitals and many other health care providers, residential nursing homes and care homes to ensure the highest quality care and support for our patients and their families.

The Board of Trustees normally operates a quarterly meeting cycle with sub committees meeting in the 4 weeks before the main Board meeting. The sub committees have specific Terms of Reference which include oversight of key areas of the charity's work. These are:

- Finance & Risk
- Clinical Quality and Education
- People
- Fundraising & Marketing



The retail operations are governed separately by the Board of Directors of our Trading Company, Isabel Hospice Trading Ltd, which comprises some directors who are also trustees of the hospice charity and some external directors who bring specific retail experience.

During 2020/21 the Charity put in place interim Governance arrangements to respond to the pandemic. These included monthly Charity Board Meetings and Twice Monthly Trading Board Meetings. The Board agreed to revert back to the usual Governance business cycle of quarterly meetings in April 2021.

The Board also held 2 away days during the year with the Executive directors to consider the changing external environment which led to a refresh of the Strategy and Vision for the hospice.

Board Performance

The Board aims to continuously improve its effectiveness. At the end of each meeting there is a reflection on what went well and what could have gone better.

Trustee recruitment

There has not been any Trustee recruitment in 2020/21.

Trustee remuneration

Trustees' travel expenses are reimbursed if claimed. No trustee was remunerated during the year and no trustee had a beneficial interest in any contract with the charity or its subsidiary during the year.

Trustee liability

The liability of each trustee, in the event of winding up, is limited to £10.

Executive Management

The trustees delegate day-to-day management of the charity to the Chief Executive and through that person to the Executive team.

The following changes occurred to the Executive Team:

- **Director of Income Generation and Marketing** – Resigned and left Isabel Hospice 31st March 2021.
- **People Director** – We had notice in January 2020 that the Emral Jarrold planned to leave Isabel Hospice. After discussions with Garden House Hospice Care, Becky Turner, Joint People Director was appointed in June 2020. She resigned and left Isabel Hospice on 5th March 2021.

Last year we reported that the CEO would explore with other Hospices whether they could assist in providing consultant cover as we had been unsuccessful in recruiting a consultant. Arrangements have been put in place with Garden House Hospice Care and St Clare's Hospice to provide consultant cover.

The Board and CEO is considering arrangements for leadership of Fundraising and Retail, with the Director of Income Generation Departing. Both Departments have strong leads. The Board is confident that we have a strong senior executive team in place to lead Isabel Hospice through the next stage of its development.



Investment policy

The trustees have the power to make investments that are consistent with the aims and objectives of the charity. Surplus resources are currently held in easy access accounts given the low interest rates and cash requirements of the organisation.

Fundraising Policy

The trustees recognise that the charity could not deliver its services without the support of the local community. It is the charity's policy to form positive relationships with donors and it therefore seeks to adhere to high quality fundraising standards. In addition the charity does not accept donations from donors with interests that might conflict with the mission of the charity.

Senior Executive Remuneration

The charity approach to pay policy is consistent for our staff and the Executive team. Our policy is designed to enable us to attract, retain and motivate high performing Executive team members. It also aims to demonstrate to our stakeholders (particularly funders and service users) that our pay levels are set to support delivery of the charity's aims and are an effective use of charitable funds.

The objectives of our pay policy are to:

- reward staff appropriately and enable the recruitment of a high calibre Executive Team ensure the proper use of the charity's resources in accordance with its aims and within affordable limits based on the financial circumstances of the charity
- be non-discriminatory, just and equitable in the evaluation of jobs and their remuneration by providing a stable framework for the remuneration of the Executive team operate within the law
- pay at a competitive level taking account of external market rates, with the aim being to set pay at the median level or above for comparable posts in the voluntary sector subject to the charity's financial position.

The charity publishes the salary of its key management personnel within its annual report. The number of staff paid over £60,000 is also published in accordance with the charity accounting requirements.

Executive pay is reviewed on an annual basis by the People Committee and is subject to approval by the Board of Trustees, which is responsible for ensuring proper application of our pay policy.

Future

The Hospice Board agreed a deficit budget for 2021-22 of £465k. This is expected to be a challenging year mainly driven mainly by post COVID effect on our income generation activities and no expectation of further support from the government. Filling key vacant Executive roles will also be key to ensuring the Hospice can drive forward initiatives to reduce the deficit. Other initiatives including careful control of expenditure and cash management will continue to be monitored closely to support with the deficit reduction plan.



Fundraising Procedures Disclosure

1 Isabel Hospice accounts to 31 March 2021

Our approach to fundraising

Isabel Hospice is registered with the Fundraising Regulator. Our income is generated predominately thanks to the support of our community, including legacies, gifts in memory of family members who have died in our care, regular donations, our lottery, and individual fundraisers raising income at our events or their own events.

Fundraising practices

As part of our commitment to best practice, Isabel Hospice adheres to the fundraising Codes of Practice set by the Fundraising Regulator and the Institute of Fundraising. We aim to ensure that our fundraising is respectful, open, honest and accountable to the public.

We have a clearly documented complaints procedure in place, enabling any concerns regarding our fundraising activities to be responded to quickly. During the year, there have been no instances of non-compliance with the requirements of the fundraising code of practise.

We have a transparent policy regarding fundraising with vulnerable individuals. This fundraising policy clearly states all steps that should be followed in order to protect vulnerable people when offering support to the charity, ensuring that they have the relevant capacity to enable them to make the decision to donate.

Fundraising practices review

All fundraising practices are framed within the values and principles of Isabel Hospice. Where expenditure is required to generate income, there is an analysis of the return on investment to ensure the organisation is able to make informed decisions regarding activities.

The fundraising team are internal and the organisation only uses third party fundraising organisations following significant levels of due diligence and regulatory checks.

Where we partner with corporates, due diligence is conducted on the organisations and the amount of time and effort we as a charity needed to put in, versus the income we would likely receive. Clear parameters and responsibilities are then agreed between partners.

We have ensured we are in line with the GDPR data protection regulations and all other relevant codes of conduct.

Fundraising strategy and plan.

Our fundraising strategy and plan is reviewed and approved by the Trustees annually. Isabel Hospice is the brand name for our fundraising activities.

Supporters of Isabel Hospice are a key element in the fundraising activities and we are committed to employing a transparent and ethical approach to all our fundraising activities.



To help guarantee the availability of continuing funds to fund the work of Isabel Hospice, we aim to maintain a broad base of funding sources.

Isabel Hospice does not pressure supporters to make gifts and respects decisions to stop giving. The regulatory landscape for fundraising is evolving and we will continue to monitor and adapt with these changes.

When we work with suppliers and agencies we ensure that they are fully registered with all the appropriate regulatory bodies, reviewing all their policies as part of our robust procurement due-diligence process.

We monitor and record any complaints resulting from our fundraising practices, and an annual report is provided to our Fundraising Committee.

Fundraising, Communications and Marketing

Total voluntary income was £3.4m (2020: £1.9m). Most voluntary income comes from the following sources: Legacies, Donations in Memoriam, Trusts and Events and Lottery Income.

Regulation

Isabel Hospice is registered with the Fundraising Regulator, follows the Regulator's Code of Fundraising Practice and abides by its Fundraising Promise.

Additionally, three members of the Fundraising, Team are members of the Institute of Fundraising. Supporters have the option to request no further mailings and we abide by such requests immediately.

Individuals

Legacies make up a substantial proportion of Isabel Hospice's voluntary income. Legacies are hard to predict, but not accidental, being the result of good service and good publicity from the charity.

Donations in Memoriam

We continued to receive support from individuals and their families who support Isabel Hospice in memory of their loved ones who were cared for by the Hospice.

Events

We organised a number of successful fundraising events in the year including the Isabel Hospice 'Bubble Rush', On-your-bike bike ride around Bishops Stortford, Bridges of London sponsored walk, challenge adventure in the Canadian Rockies, over 11 participants in the London Marathon, sponsored skydiving and abseiling.

Lottery

Our in-house lottery continues to be well supported, with over 7,200 members and continues to generate significant income for the Hospice.

Communications and Marketing work

The team worked closely with others to market Isabel Hospice's services. We developed and widely implemented a new visual identity, multiple newspaper articles, advertising, newsletters and significant increase in our digital social media presence on twitter, Instagram, Facebook.



Legal framework and statement of trustees' responsibilities

The trustees (who are also directors of Isabel Hospice Limited for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2021 was 9 (2020: 11). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.



Auditor

Sayer Vincent LLP were appointed as the charitable company's auditor during the year.

So far as the trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware, and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees' annual report has been approved by the trustees on 9th September 2021 and signed on their behalf by

R A Leggetter
CHAIRMAN OF TRUSTEES



Trustees' Annual Report for the Year Ended 31 March 2021

REFERENCE AND ADMINISTRATIVE INFORMATION

TRUSTEES:

The trustees are also members and directors of the company

R A Leggetter (Chairman)
S Reddy (Vice Chair)
K Warnell
J Quinn
S Fuell
D Perry
T Philpott
A Reeve
I Williams
K Ray (Resigned 2nd June 2020)
S Wade (Resigned 2nd June 2020)

SECRETARY:

H Glenister

SENIOR MANAGEMENT

H Glenister – CEO
T Koramoa – Director of Finance & Resources
E Paske - Director of Clinical Services
E Jarrold – People Director (Resigned 17th July 2020)
B Turner – Joint People Director (Joined 15th June 2020 and Resigned 5th March 2021)
L Hopley- Interim Joint People Director (5th February 2021)
D Badger – Director of Income Generation and Marketing (Resigned 31st March 2021)

REGISTERED OFFICE:

61 Bridge Road East
Welwyn Garden City
Hertfordshire AL7 1JR

COMPANY REGISTERED NUMBER:

03056823 (England and Wales)

COUNTRY OF INCORPORATION:

United Kingdom

CHARITY REGISTERED NUMBER:

1046826

COUNTRY OF REGISTRATION:

England and Wales



AUDITORS:

Sayer Vincent
Sayer Vincent LLP Invicta House
108-114 Golden Lane London EC1Y 0TL

PRINCIPAL BANKERS:

The Co-operative Bank
St Paul's House 10 Warwick Lane London
EC4M 7BP



Opinion

We have audited the financial statements of Isabel Hospice Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Isabel Hospice Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.



Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:



- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

4 October 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006



Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2021

		Unrestricted	Restricted	Endowment	2021 Total	Unrestricted	Restricted	Endowment	2020 Total
	Note	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income									
Donations and legacies	2	2,992	360	-	3,352	1,425	500	-	1,925
Charitable activities	3	2,125	1,436	-	3,561	2,036	-	-	2,036
Other trading activities	4	2,531	-	-	2,531	3,587	-	-	3,587
Total income		7,648	1,796	-	9,444	7,048	500	-	7,548
Expenditure on:									
Raising funds	5	3,209	-	-	3,209	3,555	-	-	3,555
Charitable activities		1,981	1,863	-	3,844	3,982	523	-	4,505
Total expenditure	5	5,190	1,863	-	7,053	7,537	523	-	8,060
Net income/ (expenditure)		2,458	(67)	-	2,391	(489)	(23)	-	(512)
Transfers between funds		(7)	7	-	-	-	-	-	-
Net expenditure before other recognised gains and losses		2,451	(60)	-	2,391	(489)	(23)	-	(512)
Gain on disposal of investment property		20	-	-	20	33	-	-	33
Gains / (losses) on investments		6	-	-	6	-	-	-	-
Net movement in funds		2,477	(60)	-	2,417	(456)	(23)	-	(479)
Reconciliation of funds:									
Total funds brought forward		2,815	757	836	4,408	3,271	780	836	4,887
Total funds carried forward		5,292	697	836	6,825	2,815	757	836	4,408

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 19.

Balance sheets

Company no. 03056823

As at 31 March 2021

	Note	The group 2021 £'000	2020 £'000	The charity 2021 £'000	2020 £'000
Fixed assets:					
Tangible assets	10	3,054	3,257	2,923	3,079
Investment properties	11	-	285	-	285
Investments	12	318	-	318	-
		3,372	3,542	3,241	3,364
Current assets:					
Stock		1	11	-	-
Debtors	13	1,104	519	1,154	648
Cash at bank and in hand		2,792	705	2,716	543
		3,896	1,235	3,870	1,191
Liabilities:					
Creditors: amounts falling due within one year	14	419	345	351	267
		3,477	890	3,519	924
Net current assets		3,477	890	3,519	924
Total assets less current liabilities		6,849	4,432	6,760	4,288
Provision for liabilities	15	24	24	-	-
Total net assets		6,825	4,408	6,760	4,288
Funds:	19				
Unrestricted income funds:					
General funds		1,783	(56)	1,719	(176)
Designated funds		3,509	2,509	3,509	2,509
Revaluation reserve		-	362	-	362
Total unrestricted funds		5,292	2,815	5,228	2,695
Endowment funds		836	836	836	836
Restricted funds		697	757	697	757
Total funds		6,825	4,408	6,760	4,288

Approved by the trustees on 9 September 2021 and signed on their behalf by

Rod Leggetter
Chairman of Trustees

Consolidated statement of cash flows

For the year ended 31 March 2021

	Note	2021 £'000	2020 £'000
Cash flows from operating activities			
Net cash provided by operating activities		2,170	287
Cash flows from investing activities:			
Purchase of property, plant and equipment	(99)	(39)	
Proceeds from disposal of property, plant and equipment	22	117	
Purchase of investments	(619)	-	
Proceeds from the sale of investments	307	-	
Proceeds from sale of investment property	305	263	
Net cash (used in)/ provided by investing activities		(84)	341
Change in cash and cash equivalents in the year		2,086	628
Cash and cash equivalents at the beginning of the year		705	77
Cash and cash equivalents at the end of the year		2,791	705
Notes to the cash flow statement			
Reconciliation of net income to net cash flow from operating activities			
		2021 £'000	2020 £'000
Net income (expenditure) (as per statement of financial activities)		2,417	(512)
Adjustments for:			
Depreciation charges		280	292
(Gains)/losses on investments		(6)	-
Profit on sale of investment property		(20)	-
Decrease in stocks		10	-
(Increase)/decrease in debtors		(585)	680
Increase/(decrease) in creditors		74	(176)
Increase in provisions		-	3
Net cash provided by operating activities		2,170	287

1 Accounting policies

a) Statutory information

Isabel Hospice is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is 61 Bridge Road East, Welwyn Garden City, Hertfordshire, AL7 1JR.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charitable company and its subsidiary Isabel Hospice Trading Limited on a line by line basis. The trading company is limited by guarantee and is therefore not owned by the charity. Nonetheless its results have been consolidated as it trades for the benefit of the charity and the two companies are managed on a unified basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees recognise the requirement to assess the going concern of the Charity. Following a challenging 2019/20, the Charity recorded a significant surplus of £2.5m (over £2.6m better than prior year) for the 2020/21 financial year. This result has enabled the Hospice to boost its free reserves position and also replenish its risk reserve to the minimum required of £1.1m.

Efficient management of cash during the year also resulted in the Charity recording a cash balance at the end of March 2021 of £2.7m (up £2m on prior year) further improving the its liquidity and cash position and providing additional resilience to mitigate any liquidity risks. The outlook for the next financial year from a cash perspective also remains very positive with a cash balance of £2.8m forecasted to be delivered 12 months after the sign off date.

The Charity owns the freehold for its Head Office building - Milan House. Due to the current limited space requirements for staff as a result of hybrid working arrangements, the sale of Milan House is also to help the Hospice take advantage of a development opportunity and concurrently find a more suitable charitable base and to ensure that the Charity obtains best value for its assets, the Board of Trustees have accepted an offer for the sale of Milan House of £3m subject to planning permission. The sale is expected to be concluded within the next twelve months and proceeds of this sale is expected to provide additional cash to boost the Hospice's liquidity and cash reserves.

The Charity has sufficient working capital to provide a contingency if required and the trustees are satisfied that there are no unmanaged material uncertainties impacting the Charity's ability to remain a going concern for the coming 12 months.

1 Accounting policies (continued)

e) Income

Income (which excludes VAT) is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or when the donor has specified that the income is to be expended in a future period.

1. Clothing and other items donated for resale are included as incoming resources when they are sold.
2. Facilities, services and assets donated for use by the Charity are recognised as incoming resources, at their value to the Charity, when receivable. No amounts are included in the financial statements for the very substantial assistance provided by volunteers.
3. Income from the lottery operated by the Charity is recognised as members participate in draws.
4. For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.
5. Income from fundraising events organised by the Charity centrally are recognised when funds are received.
6. Income from charitable activities comes from service contracts and grants and is subject to specific performance conditions. Such income is recognised as it is earned.
7. Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Endowment fund is an expendable endowment arising from a legacy to the Hospice. The legacy gives the trustees discretionary powers to use the endowment to fund capital projects. Any income from the endowment is unrestricted and may be used for the general purposes of the charity.

1 Accounting policies (continued)

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of medical, in-patient care and community care undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities based on direct costs attributable to each activity.

- | | |
|--------------------|-----|
| ● Medical | 5% |
| ● In-patient care | 25% |
| ● Community care | 18% |
| ● Support services | 6% |
| ● Raising funds | 46% |

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|--|---|
| ● Short Leasehold Property | on a straight- line basis over the shorter of duration of the lease and useful economic life. |
| ● Plant, Machinery equipment and vehicles. | at varying rates between 10% and 33% on cost. |

The group's policy is to revalue freehold and long leasehold shops periodically so that their carrying value in the accounts represents market value. The gains and losses arising from these revaluations are unrealised and are disclosed separately in the SOFA.

The group's policy is to depreciate revalued properties over a period not exceeding fifty years but, as the residual values of the properties is very high, the cumulative charge for depreciation is immaterial and therefore no charge is included in these accounts.

The group does not revalue freehold properties used for direct charitable purposes. These buildings (but not land), and related improvements, are depreciated over their estimated useful lives, which have been assessed to vary between ten and fifty years.

1 Accounting policies (continued)

m) Investment properties

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in fair value is recognised in the statement of financial activities. The valuation method used to determine fair value will be stated in the notes to the accounts.

n) Investments in subsidiaries

Investments in subsidiaries are at cost.

o) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

p) Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

q) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

r) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

s) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

t) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Non-basic financial instruments are measured at fair value with any gain or loss going to the statement of financial activities. Full details are given in the financial instruments note.

u) Pensions

The group contributes to a number of defined contribution pension schemes and to the NHS pension scheme.

The NHS pension scheme is a multi-employer defined benefit scheme and the assets of the scheme are held separately from those of the charities in an independently administered fund. The Charity is unable to identify its share of this scheme's assets and liabilities and is therefore, as permitted by FRS 102, treated as if it were a defined contribution pension scheme. Pension contributions payable for the year to the various pension schemes are charged to the SOFA.

Notes to the financial statements

For the year ended 31 March 2021

2 Income from donations and legacies

	Unrestricted £'000	Restricted £'000	2021 Total £'000	Unrestricted £'000	Restricted £'000	2020 Total £'000
Legacies	1,941	-	1,941	710	-	710
Donations in memoriam	199	-	199	203	-	203
Other donations	852	360	1,212	512	500	1,012
	2,992	360	3,352	1,425	500	1,925

Contingent assets, relating to legacies which have been notified but do not yet meet the income recognition criteria detailed in note 1 of the financial statements, amount to £1,233,000 (2020: £1,586,500).

3 Income from charitable activities

	Unrestricted £'000	Restricted £'000	2021 Total £'000	Unrestricted £'000	Restricted £'000	2020 Total £'000
Main CCG contract	1,877	-	1,877	1,784	-	1,784
Other NHS income	5	-	5	133	-	133
Provision of staff and sundry other income	243	1,436	1,679	119	-	119
	2,125	1,436	3,561	2,036	-	2,036

The total amount claimed under the government Job retention scheme is £526,808 (2020: nil), this is split between retail in note 4 - £440,141 and other areas of the charity in provision of staff above - £86,667.

4 Income from other trading activities

	Unrestricted £'000	Restricted £'000	2021 Total £'000	Unrestricted £'000	Restricted £'000	2020 Total £'000
Fundraising events	254	-	254	611	-	611
Charity shop income	993	-	993	2,603	-	2,603
Lottery income	332	-	332	373	-	373
Retail, Hospitality and Leisure Government Grants	952	-	952	-	-	-
	2,531	-	2,531	3,587	-	3,587

5a Analysis of expenditure (current year)

	Raising funds	Charitable activities				Governance costs	Support costs	2021 Total	2020 Total
		Medical	In-Patient Care	Community Care	Support Services				
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll	1,588	167	981	994	316	-	794	4,840	5,328
Premises	549	-	225	35	-	-	101	910	949
Lottery prizes	77	-	-	-	-	-	-	77	78
Shop expenses	192	-	-	-	-	-	-	192	234
Transport	19	-	-	-	-	-	-	19	52
Event costs	60	-	-	-	-	-	-	60	83
Medical Supplies	-	36	39	-	-	-	-	75	74
Catering	-	-	97	-	-	-	-	97	109
Other Costs	120	3	123	12	5	-	305	568	727
Other Staff costs	22	69	13	16	15	-	80	215	426
	2,627	275	1,478	1,057	336	-	1,280	7,053	8,060
Support costs	582	61	328	234	75	-	(1,280)	-	
Governance costs	-	-	-	-	-	-	-	-	
Total expenditure 2021	3,209	336	1,806	1,291	411	-	-	7,053	
Total expenditure 2020	3,555	422	1,717	1,752	614	-	-		8,060

Isabel Hospice Limited

Notes to the financial statements

For the year ended 31 March 2021

5b Analysis of expenditure (prior year)

	Charitable activities						Support costs	2020 Total
	Raising funds	Medical	In-Patient Care	Community Care	Support Services	Governance costs		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll	1,722	129	881	1,253	447	-	896	5,328
Premises	512	-	250	98	-	-	89	949
Lottery prizes	78	-	-	-	-	-	-	78
Shop expenses	234	-	-	-	-	-	-	234
Transport	52	-	-	-	-	-	-	52
Event costs	83	-	-	-	-	-	-	83
Medical Supplies	-	39	35	-	-	-	-	74
Catering	-	-	109	-	-	-	-	109
Other Costs	181	1	117	49	19	-	360	727
Other Staff costs	64	178	21	42	39	-	82	426
	2,926	347	1,413	1,442	505	-	1,427	8,060
Support costs	629	75	304	310	109	-	(1,427)	-
Governance costs	-	-	-	-	-	-	-	-
Total expenditure 2020	3,555	422	1,717	1,752	614	-	-	8,060

Notes to the financial statements

For the year ended 31 March 2021

6 Net income/ (expenditure)

This is stated after charging:

	2021	2020
	£'000	£'000
Depreciation - owned assets	280	292
Operating leases - rent	402	337
Auditor's remuneration (excluding VAT):		
Statutory audit	22	22
Non-audit services	7	7

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021	2020
	£'000	£'000
Salaries and wages	4,277	4,753
Redundancy and termination costs	42	-
Social security costs	291	323
Pension contributions	230	252
	4,840	5,328

The average number of employees, including part-time staff, analysed by function was:

	FTE	Headcount	FTE	Headcount
	2021	2021	2020	2020
Charitable activities	No:	No:	No:	No:
Medical	2	7	2	11
In-Patient Care	25	54	27	64
Community Care	27	38	35	53
Other Patient Services	9	13	15	20
Total	63	112	79	148
Costs of raising funds				
Fundraising	13	14	20	22
Charity shops	48	74	53	93
Support Services	18	22	23	29
Total	79	110	96	144
			2021	2020
			No.	No.
£60,000 - £69,999			1	1
£70,000 - £79,999			1	1
£80,000 - £89,999			2	2
£90,000 - £99,999			-	-
£120,000 - £129,999			-	1

For one of these employees (2020: one employee), the charity made a pension contribution of £2,480 (2020: £2,462) to a defined pension contribution scheme.

Total employee benefits received by key management personnel amounted to £436,064 (2020: £501,687).

8 Trustee remuneration and related party transactions

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £5,389 (2020: £6,031) incurred by 6 (2020: 5) members relating to attendance at meetings of the trustees.

The aggregate value of all unrestricted donations from related parties (excluding the gift aid receivable from Isabel Hospice Limited) amounted to £1,715 (2020: £1,737). In 2021, Rod Leggetter (Trustee) donated £nil (2020: £3,242) for restricted events.

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Isabel Hospice Trading distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2021	2020
	£'000	£'000
UK corporation tax at 19%	-	-

10 Tangible fixed assets

	Freehold property £'000	Short leasehold property £'000	Plant machinery equipment and vehicles £'000	Total £'000
The group				
Cost or valuation				
At the start of the year	4,332	789	947	6,068
Additions in year	-	-	99	99
Disposals in year	(460)	(26)	(545)	(1,031)
At the end of the year	3,872	763	501	5,136
Depreciation				
At the start of the year	1,468	565	778	2,811
Charge for the year	117	37	126	280
Eliminated on disposal	(444)	(23)	(542)	(1,009)
At the end of the year	1,141	579	362	2,082
Net book value				
At the end of the year	2,731	184	139	3,054
At the start of the year	2,864	224	169	3,257

The charity

	Freehold property £'000	Short leasehold property £'000	Plant machinery equipment and vehicles £'000	Total £'000
Cost				
At the start of the year	4,333	309	655	5,297
Additions in year	-	-	86	86
Disposals in year	(460)	(18)	(393)	(871)
At the end of the year	3,873	291	348	4,512
Depreciation				
At the start of the year	1,469	210	539	2,218
Charge for the year	117	17	89	223
Eliminated on disposal	(444)	(18)	(390)	(852)
At the end of the year	1,142	209	238	1,589
Net book value				
At the end of the year	2,731	82	110	2,923
At the start of the year	2,864	99	116	3,079

All of the above assets are used for charitable purposes.

11 Investment properties

	The group		The charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Fair value at the start of the year	285	515	285	515
Disposals	(285)	(230)	(285)	(230)
Fair value at the end of the year	-	285	-	285

The investment property was sold in the year. The net sale proceeds of the property was £304,549 resulting in a profit of £19,549.

12 Investments

	The group		The charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Fair value at the start of the year	-	-	-	-
Additions at cost	619	-	619	-
Disposal proceeds	(307)	-	(307)	-
Net gain / (loss) on change in fair value	6	-	6	-
Fair value at the end of the year	318	-	318	-

Investments comprise:

	The group		The charity	
	2021 £	2020 £	2021 £	2020 £
Shares listed on the London Stock Exchange	318	-	318	-

13 Debtors: amounts falling due within one year

	The group		The charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade debtors	77	42	72	30
Prepayments	150	120	54	31
Other debtors	58	127	57	63
Accrued income	819	230	764	281
Due from Isabel Hospice Trading Limited	-	-	207	243
	1,104	519	1,154	648

Notes to the financial statements

For the year ended 31 March 2021

14 Creditors: amounts falling due within one year

	The group		The charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade creditors	98	91	67	49
Other creditors	23	20	23	20
Taxation and social security	124	136	104	114
Accruals	102	34	86	20
Deferred income (note 16)	72	64	71	64
	419	345	351	267

15 Provisions for liabilities

	The group		The charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
At 1 April 2020	24	21	-	-
Utilised during the year	-	3	-	-
At 31 March 2021	24	24	-	-

All leased premises are kept in a good state of repair. The subsidiary Trading company has obligations under its leases to redecorate periodically and to leave the premises in a previously-agreed condition. Having assessed the current condition of all leased premises, the Directors of the Trading Company consider that, at the balance sheet date, the cost of any such remedial works would not exceed £24,360 (2020: £24,360) and so a provision for this sum has been included in these accounts.

16 Deferred income

Deferred income of £72k represents lottery receipts for draws that have not taken place at the balance sheet date (2021: £60k, 2020: £64k), and lottery licence fee income (2021: £12k, 2020: nil).

	The group		The charity	
	2021 £	2020 £	2021 £	2020 £
Balance at the beginning of the year	64	68	64	68
Amount released to income in the year	(64)	(68)	(64)	(68)
Amount deferred in the year	72	64	72	64
Balance at the end of the year	72	64	72	64

17 Pension commitments

NHS Pension Scheme

The charity operate an NHS Pension Scheme. The scheme is an unfunded, defined benefit scheme that covers NHS employees, general practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable each body to identify its share of the underlying scheme assets and liabilities. Therefore the scheme is accounted for as if it were a defined contribution scheme.

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary’s Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2021, is based on valuation data as 31 March 2020, updated to 31 March 2021 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay. The 2016 funding valuation was also expected to test the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. In January 2019, the Government announced a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

The Government subsequently announced in July 2020 that the pause had been lifted, and so the cost control element of the 2016 valuations could be completed. The Government has set out that the costs of remedy of the discrimination will be included in this process. HMT valuation directions will set out the technical detail of how the costs of remedy will be included in the valuation process. The Government has also confirmed that the Government Actuary is reviewing the cost control mechanism (as was originally announced in 2018). The review will assess whether the cost control mechanism is working in line with original government objectives and reported to Government in April 2021. The findings of this review will not impact the 2016 valuations, with the aim for any changes to the cost cap mechanism to be made in time for the completion of the 2020 actuarial valuations.

For the year ended 31 March 2021**18a Analysis of group net assets between funds (current year)**

	General funds £'000	Designated funds £'000	Revaluation Reserve £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fixed assets	318	2,409	-	645	-	3,372
Net current assets	1,489	1,100	-	52	836	3,477
Provisions for liabilities	(24)	-	-	-	-	(24)
Net assets at 31 March 2021	1,783	3,509	-	697	836	6,825

18b Analysis of group net assets between funds (prior year)

	General funds £'000	Designated funds £'000	Revaluation Reserve £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fixed assets	-	2,509	362	671	-	3,542
Net current assets	(32)	-	-	86	836	890
Provisions for liabilities	(24)	-	-	-	-	(24)
Net assets at 31 March 2020	(56)	2,509	362	757	836	4,408

19a Movements in funds (current year)

	At 1 April 2020 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 March 2021 £'000
Endowment funds	836	-	-	-	836
Restricted funds:					
Hospice UK	-	1,436	(1,436)	-	-
<i>Capital development funds:</i>					
Building appeal	671	-	(26)	-	645
<i>Service delivery funds</i>					
Community Services Big Lottery Fund	35	27	(62)	-	-
Equipment	22	20	(42)	-	-
Family Support	(7)	42	(42)	7	-
Day Services	3	5	(8)	-	-
Other	17	266	(247)	-	36
Training	16	-	-	-	16
Total restricted funds	757	1,796	(1,863)	7	697
General funds	(56)	7,673	(5,190)	(645)	1,783
Designated funds:					
Fixed Asset fund	2,509	-	-	(100)	2,409
Risk Reserve Fund	-	-	-	1,100	1,100
Revaluation reserve	362	-	-	(362)	-
Total unrestricted funds	2,815	7,673	(5,190)	(7)	5,292
Total funds	4,408	9,469	(7,053)	-	6,825

The narrative to explain the purpose of each fund is given at the foot of the note below.

19b Movements in funds (prior year)

	At 1 April 2019 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 March 2020 £'000
Endowment funds	836	-	-	-	836
Restricted funds:					
<i>Capital development funds:</i>					
Building appeal	697	12	(38)	-	671
<i>Service delivery funds</i>					
Community Services Big Lottery Fund	12	62	(39)	-	35
Equipment	16	36	(30)	-	22
Family Support	1	32	(40)	-	(7)
Day Services	-	8	(5)	-	3
Other	20	346	(349)	-	17
Training	34	4	(22)	-	16
Total restricted funds	780	500	(523)	-	757
General funds	(174)	7,048	(7,258)	328	(56)
<i>Designated funds:</i>					
Fixed Asset fund	3,116	-	(279)	(328)	2,509
Risk Reserve Fund	-	-	-	-	-
Revaluation reserve	329	33	-	-	362
Total unrestricted funds	3,271	7,081	(7,537)	-	2,815
Total funds	4,887	7,581	(8,060)	-	4,408

General funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for the other purposes.

Designated funds

The Fixed Asset fund is represented by fixed assets, net of associated liabilities and after deducting amounts included within the revaluation reserve and those other assets where use has been restricted. Transfers are made between funds to maintain the carrying value.

As a result of the material surplus generated by the Charity in the 2020/21 financial year, the Trustees have decided to allocate some of the surplus to replenish the Risk Reserve Fund up to the minum required of £1.1m.

Revaluation reserve

The Revaluation Reserve comprises the movement that arose when a freehold property and a long leasehold property used by the trading subsidiary as shops were revalued. These investment properties have now been disposed of an therefore a transfer from the revaluation reserves to general funds has been recognised.

19 Movement in funds (continued)

Endowment funds

The endowment fund is an expendable endowment arising from a legacy to the Hospice. The legacy gives the trustees discretionary powers to use the endowment to fund capital projects. Any income from the endowment is unrestricted and may be used for the general purposes of the charity.

Restricted funds

The Building Appeal fund represents the proceeds of a special appeal that have been utilised to construct an annex to the In-Patient Unit. The balance is reduced as the related assets are depreciated.

The Community Services fund comprises a grant from the Big Lottery Fund to help expand a "hospice at home" service and various small grants to help fund the provision of patient care in the community and at home. The grants are principally used principally to help pay the staff employed for those purposes.

The Equipment Fund comprises donations and grants received to purchase specific items of equipment.

The Family Support fund has been established by a grant from BBC Children In Need and other smaller grants to help fund the provision of bereavement counselling. Again the grants are principally used to help pay the staff employed for that purpose.

The Day Services fund is represented by grants received to help fund the provision of specific services at the Charity's day centres.

The Training fund was established from grants received to assist with the provision of clinical training of doctors and nurses throughout the charity.

Hospice UK Grant awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

Transfer of funds relate general funds cover of over spend on restricted projects and replenishment of the Risk Reserve Fund.

Notes to the financial statements

For the year ended 31 March 2021

20 Isabel Hospice Trading Limited

The principal activity of Isabel Hospice Trading Limited (whose company number is 02417607) is the sale of purchased and donated articles. A summary of the trading results is shown below:

	2021 £'000	2020 £'000
Turnover and other operating income	1,945	2,602
Cost of sales and administrative costs	(1,998)	(2,245)
Net profit	(53)	357
Total retained earnings brought forward	147	147
(Loss) /Profit for the financial year	(53)	357
Gift aid distribution to the charity	-	(357)
Total retained earnings carried forward	94	147

During the year, the trading company paid to the Parent Charity £160,000 (2020: £160,000) for property rent and support services provided by Charity.

The assets and liabilities of the trading subsidiary were:

	2021 £'000	2020 £'000
Tangible assets	159	206
Current assets	234	338
Creditors within one year	(275)	(373)
Provisions for liabilities	(24)	(24)
Aggregate net assets	94	147

21 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2021 £'000	2020 £'000
Gross income	7,660	5,814
Result for the year	2,474	(136)

22 Operating lease commitments

The following payments are committed to be made by the group and the Charity for land and buildings:

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Less than one year	337	295	22	22
One to five years	993	658	64	64
Over five years	1,295	62	4	19
	2,625	1,015	90	105

In the year ended 31 March 2020, the group reviewed its operating lease commitments, resulting in a restatement to the prior year. This change had no impact on the prior year's primary financial statements.

23 Legal status of the charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

24 Post balance sheet event

Following a review of the Charity's property portfolio and in a bid to maximise the return on assets, the Board have accepted an offer for the sale of the Head Office building (Milan House). This transaction is expected to be completed by the end of the next financial year 2021/22.